National Restaurant Association

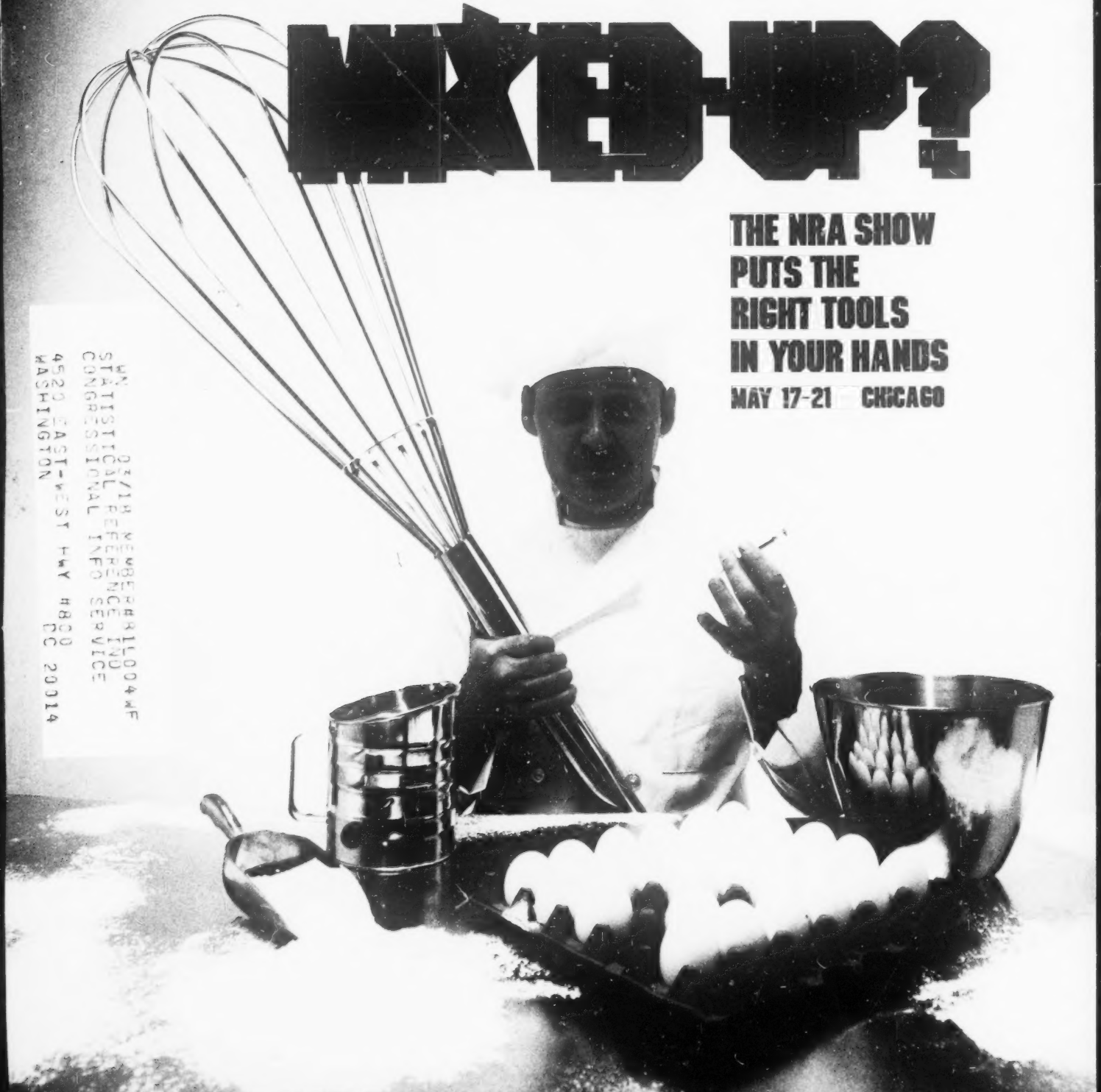
Vol. 6 ☐ No. 4 ☐ April 1986

NRA NEWS

MIXED-UP?

THE NRA SHOW PUTS THE RIGHT TOOLS IN YOUR HANDS

MAY 17-21 CHICAGO



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NRA MEETINGS

Seminars

Basic Foodservice Courses

Basic Supervision in Foodservice

4/22	Denver, CO
5/6	Richmond, VA
5/17	Chicago, IL (NRA Show)
6/24	Charleston, WV

Dining Room Management

4/14	Buffalo, NY
4/15	Syracuse, NY
5/18	Chicago, IL (NRA Show)
5/27	Rockville, MD
5/29	Charleston, WV
6/11	Owensboro, KY
6/16	Miami, FL
6/24	Portsmouth, NH
6/26	Stamford, CT

Kitchen Management

4/22	Denver, CO
4/24	Annapolis, MD
5/5	Newport Beach, CA
5/6	Ventura, CA
5/13	Halifax, Nova Scotia, Canada
5/17	Chicago, IL (NRA Show)
6/11	Omaha, NE
6/17	Miami, FL

People-Power and Profits

4/9	Columbus, OH
5/13	Seattle, WA
5/18	Chicago, IL (NRA Show)

Tools for Training

4/7	Newark, NJ
4/8	Atlanta, GA
5/7	Ogden, UT
5/17	Chicago, IL (NRA Show)

Food Production Courses

Perfecting Your Culinary Skills

4/8	Richmond, VA
5/12	San Francisco, CA
5/14	Ventura, CA
5/29	Hyde Park, NY
6/10	Washington, DC

Simplified Baking Workshop

4/29	Atlanta, GA
5/6	Appleton, WI

Soups and Sauces

4/7	Minneapolis, MN
4/8	Indianapolis, IN
4/21	Denver, CO

Foodservice Management Courses

Applications for Computers in Foodservice

4/28	Newark, NJ
5/18	Chicago, IL (NRA Show)
6/9	Phoenix, AZ
6/11	Portland, OR

Banquet Management

4/3	Portland, OR
4/5	Seattle, WA
4/14	Boston, MA
6/24	Milwaukee, WI

Beverage Management

5/17–18	Chicago, IL (NRA Show)
6/10–11	Oklahoma City, OK

Business Dynamics for Women in Foodservice

4/21	Denver, CO
5/18	Chicago, IL (NRA Show)
6/2	San Francisco, CA
6/4	Anaheim, CA

Employee Motivation

5/6	Cape Cod, MA
5/8	Bethesda, MD
6/17	Seattle, WA
6/19	Denver, CO

Study Group Meetings

Financial Officers
4/2–4 Lake Tahoe, NV

Tax Executives
4/2–4 Lake Tahoe, NV

Market Research
4/9–11 Atlanta, GA

Quality Assurance
4/23–25 Phoenix, AZ

Management Information Systems (formerly the EDP Group)
4/29–5/2 Lake of the Ozarks, MO

Internal Audit Group
5/6–9 Hilton Head, SC

Marketing Executives
5/14–17 Chicago, IL

Foodservice Purchasing Managers
5/14–16 Chicago, IL

MAECO
5/14–16 Chicago, IL

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

Food Cost Management

4/22	Portland, OR
6/3	Boston, MA

Foodservice Operators' Legal Workshop

5/18	Chicago, IL (NRA Show)
6/10	Philadelphia, PA
6/16	Miami, FL

Introduction to Computers in Foodservice

5/17	Chicago, IL (NRA Show)

Menu Development

4/22	Albany, NY
5/17	Chicago, IL (NRA Show)
6/4	Toronto, Ontario, Canada
6/17	Miami, FL

Negotiating for, and Financing, Foodservice Facilities

5/17–18	Chicago, IL (NRA Show)

Off-Premises Catering

4/14–15	Austin, TX
5/17–18	Chicago, IL (NRA Show)

Operational Analysis

4/21–22	Charlotte, NC
6/16–17	Miami, FL

Planning and Implementing Restaurant Marketing Strategy

4/21–22	Denver, CO
4/30–5/1	Miami, FL
5/17–18	Chicago, IL (NRA Show)

Planning Successful Buffets

6/9	Denver, CO
6/11	San Franciso, CA

Real Estate and Restaurant Site Selection

4/7–8	Louisville, KY
6/16–17	Birmingham, MI

Restaurant Design and Facilities Planning

4/28–29	St. Paul, MN
5/17–18	Chicago, IL (NRA Show)
6/9–10	Atlantic City, NJ

Wine and the Bottom Line

4/9	Washington, DC
4/15	Chicago, IL
5/5	Detroit, MI
6/9	Cincinnati, OH

For more information, contact NRA Education Programs 311 First Street, N.W. Washington, DC 20001 (800) 424-5156 or (202) 638-6100

NRA NEWS
Vol. 6 No. 4 April 1986

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Susan Adelman
Tom C. Corcoran
Dorothy Dee
Kathy Grosso
Bette B. Hoyt
Cathy Kenney
Susan L. Mills
Robert A. Palmer
Michelle Rabavda
Editorial Typists
Riley Stern

Editorial offices and NRA headquarters
311 First Street, N.W.
Washington, DC 20001
(202) 638-6100

Chicago offices
150 North Michigan Avenue
Suite 2000
Chicago, IL 60601
(312) 853-2525

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PRESIDENT'S REPORT

Ted Balestreri
Co-owner
The Sardine Factory, Inc.
Monterey, California

NRA Show adds exhibit space

We've reached it again—that time of the year when thousands of restaurateurs from every segment of the industry and every corner of the globe come together at the NRA Show in Chicago. As a restaurateur, it's the highlight of my year. I am stimulated by the people I meet and the products I find.

This year, with the opening of the McWest exhibit area, there will be more products and services offered than ever before. As at every Show, the variety and number of educational sessions will offer something for everyone. But best of all, you will have hundreds of opportunities to meet other industry professionals.

The NRA Show also gives the association an opportunity to present our industry to political leaders. NRA's Congressional Visit Program will bring 20 U.S. Members of Congress to the NRA Show. Members will tour the exhibits as well as meet with restaurateurs and exhibitors from their home states. They will return to Washington lawmaking with a detailed understanding of the scope and role of our industry in the nation's economy—an understanding which we hope will affect the way they legislate.

Join me May 17–21 in Chicago. I'm sure you will agree that the NRA Show has earned its reputation as the greatest foodservice event of the year.

To finalize your agenda, turn to the special Show newsletter in this issue of ***NRA NEWS***.

NRA calls for grassroots support

While the association gears up for the Show, activities in Washington are still of major concern. Tax simplification is in the Senate, and the future of the business meal tax deduction is on the line. The grassroots support of our entire industry is essential to augment NRA efforts on Capitol Hill. The association is calling on all members to contact their senators and explain the devastating effect an 80 percent limitation of the business meal tax deduction would have on our industry.

Dram shop laws get review

Elsewhere in legislative and regulatory action, state legislatures across the country are considering reform to current dram shop laws. Please follow bills before your state legislature and support responsible reform to liquor liability laws.

NRA representatives continue to testify on Capitol Hill before committees which could set standards for state dram shop laws. Board members are conducting media tours across the country in an effort to spotlight public awareness on the burden current liability statutes place on the foodservice industry.

In addition, an edited 90-second video tape of the joint NRA/Penn State University symposium on the Crisis in Product and Service Liability has been requested by news media across the country. NRA efforts to reform the current liability laws will continue.

New NRA publications released

From publications to training programs, education continues to be at the foundation of NRA's member services. Look for NRA's mini-catalog of publications in

the mail. Called "Be Prepared," it reviews NRA's newest publications, including customer research on the take-out market, a how-to facilities operations manual and the edited proceedings from the liability symposium. All NRA publications are geared toward helping you increase your success. If you don't receive your copy of "Be Prepared" this month, contact NRA.

NRA video training meets success

Since February, more than 1,500 NRA video training programs have been distributed to foodservice operators across the country. The positive feedback received on the four-tape waitstaff training series indicates NRA has successfully met another industry need. The second series in NRA's video training library will be released this summer and will focus on back-of-the-house training. For more information and a brochure, contact NRA.

NRA continues to offer most of its seminars as in-house programs which can be tailored to your own operation. Contact NRA, for the "Seminars to Go" brochure.

Menu greats to be on display at the Show

Thirty outstanding menus were selected from a field of 600 in NRA's 1986 Great Menu Contest. The top three grand prize winners are Mamma Ilardo's, Baltimore, MD; El Torito Restaurant, Irvine, CA; and Lime Rickey's Restaurant, Concord, Ontario, Canada. Look for a feature article in the May ***NRA NEWS*** on the winners. Those of you going to the Show can view all 30 winning menus in the McWest exhibit hall.

During March, 196 foodservice operators and allied suppliers joined us as members of NRA. Welcome. Your participation in NRA will make your business grow and make your associaion more effective in its endeavors on your behalf. See you at the Show.

Sincerely,

Ted

Ted Balestreri
President and Chairman of the Board

CONTENTS

Cover Story: NRA Show Preview

9 Looking for information, answers or a fresh perspective? Come to the 67th Annual NRA Show, May 17–21 in Chicago. This year's show promises to be bigger and better than ever before, with the opening of a second exhibition hall showcasing 400 new exhibitors, the final tryouts in the hot food competition for the U.S. Culinary Team, the return of the Wine Classic competition plus a host of informative clinics, seminars and top name entertainment. For a complete overview of Show activities, turn to the special Show newsletter.

Specials

Restaurant Spinoffs 20 Spinoffs—modern, less formal interpretations of well-known concepts—are creating exciting opportunities for restaurateurs.

Selling Price 24 Curious about how much your establishment is worth? Here is a general model for estimating the sales price for a profitable restaurant.

Viewpoint 26 A pioneer discusses her entrance into the tuxedoed world of the sommelier.

Vegetables 28 No longer just the supporting cast, vegetables are moving into the spotlight.

Departments

Short Orders 6 Americans win first place at first Culinary World Cup competition. NRA compiles statistical appendix to franchise restaurants.

Washington Report 7 Tax reform battle continues. The liability crisis: States address problem. NRA members testify before congressional committees. Sen. D'Amato (R-NY) speaks at first NRA breakfast meeting.

To Your Health 31 How cooking affects the nutritional value of food.

Technical Services 33 Monitoring the food preparation process, first in a four-part series on a new approach to sanitary inspection programs.

Board Room 35 NRA Board members discuss liability crisis with media in major metropolitan areas.

Fisher's Law 36 Good teamwork means good teamthink.

Foodservice Trends 37 Changing beverage trends. Restaurant failure rate update. Job-related illness and injury statistics.

How's Business? 45 Spotlight on Amherst, MA; Middleport, NY; Annapolis, MD; Cincinnati, OH; Biloxi, MS; Lincoln, NE; San Antonio, TX; Carson City, NV; San Luis Obispo, CA.

Food for Thought 47 Customers are eating their words.

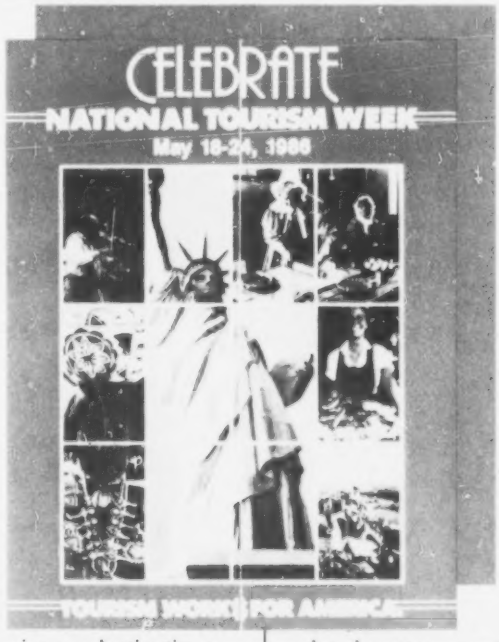
Cover photograph by Gary Landsman
Model's clothing courtesy of Linens of the Week

SHORT ORDERS

Tourism week May 18–24

To celebrate and promote the importance of tourism to the overall economy, May 18–24, 1986 has been designated National Tourism Week. Numerous travel and tourism industry organizations are planning programs which will increase consumer and government awareness that travel is good for the economy.

Restaurateurs can participate in a number of ways, ranging from special in-house promotions for tourists to obtaining promotional materials from industry organizations. For instance, the National Tour Association has produced a 19" x 25" four-color poster



focusing on destinations across the country. Surrounding a striking picture of the Statue of Liberty are easily recognizable American scenes, such as a waitress serving a steaming platter of seafood in Baltimore and a chow scene out West.

To order the posters, contact Lisa Janis at the National Tour Association, (606) 253-1036. The posters are available at a wholesale cost of $125 for a package of 100.

NRA compiles statistical appendix to franchise restaurants

NRA has compiled an in-depth statistical appendix on the franchise restaurant industry, based on data from the U.S. Department of Commerce. Called *Franchise Restaurants: A Statistical Appendix to Foodservice Trends*, it summarizes information from 1969 to 1986.

The cost to NRA members is $12.50 (plus $2 shipping and handling). The cost to non-members is $25.00 (plus $2.50 shipping and handling). Residents of Washington, DC, must add a six percent sales tax, and Illinois residents must add seven percent. Chicago, IL, residents must add an additional one percent sales tax, bringing their sales tax total to eight percent.

To order, contact NRA, 311 First St., N.W., Washington, D.C. 20001 or call (800) 424-5156 or (202) 638-6100. *Payment must accompany all orders.* Credit card telephone orders are accepted. Please specify number CS207 when placing your order.

U.S. chefs win culinary award

A team of American chefs, including members of the 1984 U.S. Culinary "olympic" Team, recently won first place at the first Culinary World Cup competition in Luxembourg.

Seventeen countries competed, under the same criteria used at the International Culinary Competition, the "culinary olympics," held every four years in Frankfurt, Germany. The team had to prepare two hot menus for 100 diners as well as a cold buffet.

Other winners included Singapore, as a surprise second; France, in third place and Canada, in fourth place.

The World Cup Competition will be held every four years on even years between the "culinary olympics."

Two restaurants win energy awards

As part of the Department of Energy's (DOE) effort to discover and recognize outstanding achievements in energy innovation, it sponsors the National Awards Program for Energy Innovation. The program features state and national awards to honor energy innovators and a system of information exchange to publicize the winning projects.

Last year, 220 winning projects were selected from recommendations submitted by 47 state and territorial governments. Of this group, 27 projects qualified for special recognition awards. Two of these projects were restaurants: Eddie's Corner, a 3,360-square foot cafe, lounge and convenience store in Moore, MT, and the Zephyr Restaurant, part of a 12,000-square foot turn-of-the-century resort in Genoa, NV.

Eddie's Corner was recognized for its efforts in heat recovery through thermal amplification, and the Zephyr Restaurant was singled out for its use of geothermal fluids for space heating and hot water.

The 1986 awards program will begin soon. For more information about the program or a copy of the book describing all 220 winning projects for 1985, call Anita DeVine at (202) 252-1265.

WASHINGTON REPORT

The liability crisis

Zehnder, Coleman testify

NRA has stepped up its effort to educate members of Congress about the current crisis in liability insurance for the foodservice industry. NRA submitted testimony to three congressional committees during late February and early March, outlining the problems and some possible solutions.

NRA member William Zehnder testified before the Senate Small Business Committee on behalf of NRA. Zehnder is general manager of the Bavarian Inn in Frankenmuth, MI.

NRA member William Zehnder testifies before the Senate Small Business Committee.

Zehnder told the committee that his liability insurance had increased 636 percent in the last five years, from $5,429 to $39,947, despite the fact that he had never been named in a suit. "Even with our spotless record," he said, "we are victims of a tort system that is no longer serving the public interest."

Zehnder asked the committee to consider four major reforms to dram shop laws:

(1) Assignment of financial liability based upon the defendant's percentage of responsibility for an accident to end the "deep pocket syndrome."

(2) Reducing the statute of limitations for filing a suit.

(3) Providing advance notice to the defendant of intent to file suit by the plaintiffs.

(4) Placing dollar caps on a defendant's liability.

Also testifying before the Small Business Committee was NRA member Daniel Coleman, who owns two restaurants in Washington, DC. Coleman told the committee that his liquor liability insurance premiums had skyrocketed in recent years and expressed his dismay at the possibility of losing his livlihood because of the court system's unpredictability in liability suits.

Coleman also objected to the concept of server liability, saying, "I am the father of six small children and am violently opposed to drunk driving and the service of alcohol to minors. [But] I do not believe that law-abiding hosts, whether private or commercial, should be responsible for actions of people to whom they serve alcoholic beverages.

"This entire situation could be rectified," noted Coleman, "by revising the court system so that juries would not be allowed to make huge awards based . . . on the size of an insurance policy, or by specific local statutes that eliminate the liquor law liability."

NRA also submitted testimony to hearings before the Senate Commerce Committee and the House Ways and Means Committee that emphasized the need for tort reform to resolve the liability insurance crisis.

States address liability insurance problem

Across the country, business, consumers and state insurance commissioners are working together to solve problems posed by the unavailability of liability insurance. Because so many insurers have opted out of the liability market, many businesses have been forced to pay exorbitant premiums or simply "go bare" because affordable coverage is difficult or impossible to find.

Worried that both business and consumers are at risk because of the insurance coverage problem, many states have instituted new programs to address the problems created by the unavailability of liquor liability insurance.

Massachusetts was one of the first states to implement a liquor liability assistance program. Called a Joint Underwriting Association (JUA), this program provides liability insurance to licensed beverage servers who would otherwise be unable to obtain coverage.

The Massachusetts program is run by the licensed beverage establishments participating in JUA. The participants-collected premiums are used to pay any losses incurred in a lawsuit against a covered establishment. The premium amounts to five percent of a participant's annual liquor sales, and participants are responsible for any deficits JUA may incur.

Not all establishments are guaranteed coverage by the Massachusetts JUA. Applicants may be denied eligibility if they have previously lost their license or have a past record of repeated violations. As of Feb. 1, 315 of approximately 8,000 liquor license holders in Massachusetts had joined JUA.

An insurance assistance program run directly by the insurance industry and supervised by the state insurance commissioner has been instituted in *Pennsylvania*. Called a market assistance program (MAP), this is a voluntary effort by the insurance industry to find insurers for certain "risk" establishments that are experiencing problems obtaining liability insurance.

MAP handles all types of insurance but is not itself a carrier. MAP cannot guar-

antee placement with insurers and does not consider affordability of coverage.

North Carolina's insurance assistance program was created at a special legislative session called by the governor to address the crisis in insurance availability. Nearly 12,000 commercial policies were dropped by insurers between September and January in that state.

Under the North Carolina program, insurers can be ordered to provide hard-to-get coverage to operators. The state insurance commissioner can create risk-sharing plans for types of insurance that are inadequate or unavailable.

Several other states have joined in helping to solve the insurance crisis. *Indiana* has instituted a MAP program similar to the Pennsylvania program, and *Minnesota* has passed a dram shop reform law which creates an assigned risk and market assistance program.

The federal government is also attempting to make liability insurance more available to those who need coverage. Two bills that would make it easier to form collective purchasing and self-insurance groups for general liability coverage were recently introduced in the House and Senate.

H.R. 4301, introduced by Rep. Ron Wyden (D-OR) and S. 2129, sponsored by Sen. Robert Kasten (R-WI) would pre-empt state laws that restrict the organization of group captive insurance companies and the sale of insurance on a group basis. Currently, the federal government allows the creation of such groups to provide product liability insurance but not comprehensive general liability insurance. Rep. Wyden believes that this legislation will provide immediate relief for those affected by the crisis, while other solutions, such as the reform of tort law, are being debated.

D'Amato speaks at first NRA breakfast meeting

Sen. Alfonse D'Amato (R-NY) was the featured speaker at the first of NRA's new breakfast meeting series. The meetings, held at NRA headquarters on the first Thursday of each month, are designed to bring hospitality industry representatives together to discuss common concerns and to listen to a member of Congress or the executive branch discuss a key legislative or regulatory issue.

At the meeting, D'Amato spoke against the 80 percent limit that would be placed on business meal deductions by the House-approved tax reform bill calling it "a step in the wrong direction."

He said too many changes would be made in the tax code simply to satisfy the interests of individual members of Congress. The result would be a bill that hurts nearly every industry but was of little overall benefit to the economy, he maintained.

He was particularly concerned about the "chilling effect" current debate on tax reform has had on the financial markets and the business community. The fact that Congress cannot agree on an effective date for tax changes means businesses are delaying investment and expansion, he said.

The senator considers the deficit a much more pressing issue and was one of 50 senators who signed a letter calling on President Reagan to make deficit reduction, rather than tax reform, his number one priority. D'Amato said the $144 billion deficit target established by Gramm-Rudman-Hollings was not that difficult to achieve, but admitted that Congress will probably fall about $15 billion short this year.

According to D'Amato, the additional $15 billion may have to come from a new tax or from a federal income tax amnesty plan that has received much attention on Capitol Hill. D'Amato added that he was opposed to an oil import fee.

Tax reform battle continues

NRA continued its efforts last month to preserve full deductibility of food-related business entertainment expenses as the Senate Finance Committee moved a step closer to writing its own tax reform bill.

The House passed a tax reform measure (H.R. 3838) last December that would disallow 20 percent of the current deduction for business meals and food-related entertainment, including banquets, and meals for the business traveler.

The Senate Finance Committee has completed a draft plan that will serve as the starting point for writing the Senate bill. The details of draft, said to be similar to the House bill but closer to what President Reagan wants, had not been made public as this issue of ***NRA NEWS*** went to press.

However, there were reports that the treatment of business meals and entertainment would be very similar to what is included in the tax bill passed by the House.

The plan is also said to include a two-year extension of the Targeted Jobs Tax Credit and an increase in the federal excise tax on wine.

Committee markup of the bill is expected to take two months. Floor consideration could take just as long, since the Senate limits neither debate on legislation nor the number of amendments that may be offered on the floor. There is also a growing mood in the Senate that Congress should tackle the deficit problem before it approves major tax reform. The budget process, then, could push aside work on tax overhaul until late in the year.

State groups rally concern . . .

Meanwhile, NRA and state restaurant association officials have been meeting with key members of the Finance Committee to discuss restaurant concerns. Recent offices visited have included Sens. Daniel Patrick Moynihan (D-NY), William Armstrong (R-CO) and Charles Grassley (R-IA).

In addition, the Minnesota Hospitality Association has presented a petition to its two senators, Rudy Boschwitz (R) and Dave Durenberger (R), calling for the senators' support on the business meal issue. The petition has been signed by 1,300 Minnesota operators.

NRA continues to encourage members to write their senators on this issue. The concerted effort of the entire industry is needed to keep the business meal deduction at 100 percent.

—Jay Morris
Michelle Rabavda

1986 NRA SHOW

DON'T MISS THE BIGGEST RESTAURANT SHOW EVER

The 67th Annual NRA Restaurant, Hotel-Motel Show this spring will be more inviting than ever, with expansion into a second exhibition hall (McWest), the final tryouts in hot food competition for the U.S. Culinary Team, the NRA Wine Classic competition, plus a long roster of top speakers and star entertainment. Plan now to be in Chicago from Saturday, May 17, to Wednesday, May 21.

The addition of exhibition space in McWest will expand the show by 400 first-time exhibitors, bringing the total to more than 1,600. McWest also will be home to the 16th Annual NRA Culinary Arts Salon as well as the new NRA Competition Kitchen, where scores of chefs from across the country will participate in the hot food competition that will award a place on the 1988 U.S. Culinary Team to the winners.

Back by popular demand is the second annual NRA Wine Classic. Once again a prestigious panel of professional wine judges will taste and judge hundreds of American wines from three varietal classifications—Sauvignon Blanc, Seyval Blanc and two kinds of Zinfandel. You can watch the judging and taste some of the wines.

And there is plenty more to look forward to. If you want to know about how the right and left brains work, how to combat drug abuse in the workplace or what you can do about liability insurance, you will want to attend the NRA Theatre series.

In addition, 20 management clinics will be presented on Monday, May 19, and Tuesday, May 20. Emphasizing basic information, these hour-and-a-half presentations by leading management experts will cover timely topics, such as how to cure a sick restaurant and how to develop human resources.

For more in-depth information on basic foodservice topics, don't miss the one and two day executive seminars on Saturday, May 17, and Sunday, May 18.

NRA's leaders will be in the spotlight along with national celebrities. During the opening program on Sunday, May 18, NRA President Ted Balestreri will recap his year in office. He will be followed by a major political figure. The following day, at the annual membership meeting, next year's NRA officers will be elected and famed Chicago Bears Coach Mike Ditka will inspire us all.

To get the Show off to an energetic start on Sunday, hundreds of show attendees will want to run in The Main Course, Chicago's "most hospitable" 10-kilometer race. And for later breaks from the learning, talking and tasting there will be the Convention Capers. This year the stars are the Count Basie Orchestra, Sunday night, and rock and roll greats Gary Lewis and The Playboys, Freddy Cannon, and Dennis Yost and the Classics IV, Monday night. Ever popular is the Grand Banquet, which will feature famed country singer Mickey Gilley and comedian Steve Landesberg during Tuesday night's tribute to the new NRA president and chairman of the board.

So plan now to be among the more than 93,000 foodservice professionals from 75 countries who will come to the NRA Show this year.

McWEST ADDS 400 NEW EXHIBITORS

The exhibition space is expanding. In addition to three floors at McCormick Place, this year's Show is getting extra space in the new McWest exhibition hall. Although the NRA Show is already the world's largest foodservice and lodging exhibition, expansion into McWest will provide space for one-third more exhibitors.

"This year's move into McWest will make this year's show the most exciting ever," predicts NRA President Ted Balestreri. He is also pleased by the increase in the number of European exhibitors. "We see more and more Europeans bringing the finest products of their countries," he comments, adding that almost all of them are doubling the size of their exhibits of fine silver, china and glassware. "They're rediscovering America 200 years later!" he quips.

Anyone looking for new industry products and trends will find them at McWest, where 400 first-time exhibitors will showcase their products and services. When visiting

McWest, all Show registrants will have an opportunity to visit booth W550. Here you can redeem the coupon you will receive at registration and pick up a free commemorative gift.

Another new feature at McWest will be "super suites," a floor of special meeting areas that will be used by exhibitors and others to hold business meetings, interviews and conversations with Show attendees. The "super suites" will be adjacent to the McWest exhibition area.

And don't miss the chance to see the winners in this year's Great Menu Contest.

To make sure you will have extra time to see McWest, it will open one hour earlier than McCormick Place—at 9 a.m. instead of the usual 10 a.m.—on all days except Sunday, when both halls open at 10:30 a.m. Complimentary shuttlebus service will be provided from Chicago's hotels to McWest and McCormick Place, making the new facility a convenient extension of this biggest ever NRA Show.

MEMBERS OF CONGRESS WILL ATTEND POLITICAL FUND-RAISER

Fifteen leading members of the Senate and the House of Representatives will attend this year's Political Education Fund Gala Dinner. Marking the beginning of the NRA Show, this important event will take place Saturday evening, May 17, at the Chicago Marriott, beginning with a 6:45 p.m. reception.

This benefit will culminate fund-raising activities in 1985-86 for NRA's Political Education Fund. The dinner with top name entertainer Rich Little is the prime event of the year and gives restaurateurs and key suppliers to the hospitality industry an opportunity to meet informally with distinguished lawmakers. The event is designed so that the entire hospitality industry can express its appreciation to special NRA political activity sponsors and donors.

The fund-raising goal of NRA's Political Education Fund for this year is $285,000. The proceeds are used to provide honoraria to members of Congress who speak at industry affairs and to publish reference guides to NRA government affairs activities.

Rich Little

Tickets to the gala dinner cost $250 per person. Special sponsorships—covering a table for eight with preferred seating—are available for $7,500. Donor contributions are $2,500.

For further information about this event or the political education fund, call Tom Kelley at NRA headquarters in Washington, DC, (800) 424-5156.

NRA WINE CLASSIC RETURNS

Back for its second year, the NRA Wine Classic promises once again to be a highlight of the Show. It was the most talked about event at last year's Show where it made its debut with the tasting of Pinot Noir and Chardonnay varietals.

This year the NRA Wine Classic will feature Sauvingnon Blanc, Seyval Blanc and two kinds of Zinfandel. Sauvingnon Blanc is a Bordeaux-style white table wine grown largely in California. Seyval Blanc is a widely grown French-American white hybrid and a favorite of East coast wineries. Zinfandel is a claret-style red wine produced mainly in California; and the new Zinfandel blush, a pink wine with a hint of bubbles, is one of the fastest growing wines in America.

All the wines are produced in America and available for commercial sale. Some of the foremost wine judges in the country will test the merit of more than 350 types of these varietals.

In a specially-constructed, glass-enclosed judging area in the Chicago Room of McCormick Place, a panel of blue-ribbon judges will put each entry through at least one blind test. Wines passing the first retain/reject test will go on to as many as three taste tests before winners are selected for bronze, silver and gold medals. All gold medal winners will be eligible for the "best of the show" wine consideration.

NRA Show attendees will be able to view the judges at work on Monday and Tuesday, May 19 and 20, from 11:00 a.m. to 5:00 p.m. Guides will explain the testing procedures and provide information about the wine industry. An educational video will feature wine experts' tips on wine tasting. Then, in a special tasting area, attendees can sip and compare the same wines being evaluated by the judges.

TOP CHEFS ATTEND SHOW'S CULINARY COMPETITIONS

Six specially constructed, glass-enclosed kitchens and a pastry shop will be created on the street level of McWest to house the final competition for the 1988 U.S. Culinary Team. Here, finalists from five regional cold food competitions will compete in the last and most difficult stage of selection, the prestigious hot food competition. The event will culminate with the announcement of the members of the 1988 U.S. Culinary Team at a special awards program on Wednesday, May 21.

The kitchens will be designed to duplicate the working environment of Europe's "culinary olympics," held every four years in Frankfurt, Germany. Candidates will be given a mystery box of selected foods and directed to prepare a three or four-course meal for 22 diners. Some of the ingredients will be incompatible, but the chef will not have to use them all, explains Ferdinand Metz, president of the Culinary Institute of America and chairman of the American Culinary Federation (ACF).

"Sometimes there won't be enough meat or seafood for 22. This will force the chef to combine ingredients and come up with new recipes. Or a chef may reject the asparagus as not of sufficient quality," Metz explains. Each chef must prepare at least three courses but may create as many as five. "With more courses, there is less time for each one so it's risky," Baron Galand, ACF President, points out. "But the chef can get more points." 40 points is a perfect score, and gold-medal winners will usually score between 36 and 40 points. It is only these high scorers who will be eligible for consideration for the 1988 U.S. Culinary Team.

Each chef will have about four hours to prepare his or her meal, and all the competitors in the same time period will receive the same ingredients. They will be scored on four criteria: composition, preparation, presentation and difficulty. But polished culinary skills alone will not guarantee a place on the Team. Candidates also will be judged on the neatness of their workplace, their ability to function under pressure and their skills in making last-minute decisions—qualities that can spell the difference between success or failure in Frankfurt.

The ACF Culinary Committee will select the team of 12 chefs and three pastry chefs from the highest ranking finalists. A group of 12 apprentices also will be selected. In addition to Galand and Metz, the judges will include Richard Schneider, captain of the 1984 U.S. Culinary Team; Herman Rusch from the famed Greenbriar resort; Casey Sinkeldam, gold-medal winning pastry chef formerly with Sara Lee; and Roland Schieffer, senior new product development chef at H.J. Heinz.

The five cold food tryouts leading up to the hot food competition will be held around the country between March and the May NRA Show. The same group of judges will rank the chefs who enter each cold food competition and will select about 30 winners to be finalists in Chicago. Although many of the members of the 1984 U.S. Culinary Team will compete again this year, "it's really an open ball game," he adds.

In addition to viewing the chefs at work, NRA Show attendees will have the opportunity this year to sample the meals prepared by these master chefs in a dining room adjacent to the competition kitchens. For donations of at least $10 per person to the 1988 U.S. Culinary Team Foundation, groups of up to four people will be able to taste these creations.

Eminent chefs and recognized professionals will judge the hundreds of entries and select winners. Winners will be honored on Sunday, May 18, at an awards ceremony at 11:30 a.m. at McCormick Place, to be followed by the awards ceremony at noon. All the entries will be on display for three days—Sunday from 10:30 a.m. to 6 p.m., and Monday and Tuesday 9 a.m. to 4:30 p.m.

16TH NRA CULINARY ARTS SALON

Just downstairs from this new hot food competition, on the concourse level of McWest, the annual NRA Culinary Arts Salon will mark its 16th birthday with a three-day exhibition of the finest pastry, buffet and cold food displays. This event has been called "the largest cold food culinary competition of its kind in the U.S. and the place to see the state-of-the-art in contemporary American cuisine" by Richard Schneider, captain of the 1984 U.S. Culinary Team. More than 200 trendsetting chefs and top apprentices trying their culinary wings will meet in Chicago to display their masterpieces.

The hot food competition will begin in the McWest exhibition hall, Saturday, May 17, and finish on Tuesday, May 20. The chefs at work can be viewed between 9:30 a.m. and 3:00 p.m. on Saturday; 10:30 a.m. to 3 p.m. on Sunday; and 9 a.m. to 3:00 p.m. on Monday and Tuesday. For additional information on how to sample the chefs' meals, contact Al Natker, project manager for the tryouts, NRA, 150 N. Michigan Ave., Chicago, IL 60601; (312) 853-2525.

BALESTRERI WILL HIGHLIGHT YEAR'S EVENTS AT OPENING SESSION

NRA Chairman of the Board and President Ted J. Balestreri will open the 1986 NRA Show with a rousing speech on Sunday, May 18, at 2 p.m. in the Arie Crown Theatre of McCormick Place. In his inimitable style, Balestreri will recall the high points of his year, the battles confronting the foodservice industry and the key issues of importance to restaurateurs everywhere.

In reviewing the year's accomplishments, Balestreri will emphasize that the foodservice industry has become a tremendous force in this country. "The restaurant industry is no longer a mom-and-pop business," he comments. "It's a $186 billion industry. Major multiunit organizations are increasingly realizing the value of the foodservice business and entering it."

But with growth comes social and political difficulties, Balestreri points out. NRA's task increasingly has been to build its government relations program in order to foster good legislation and to fight measures harmful to the foodservice industry. As examples of NRA's involvement, he points to NRA's battle against tax changes related to business meal deductions and against legislation to require ingredient labelling for fast food products.

Balestreri will also point to the expansion of NRA's conference and seminar offerings and the growth of its media relations program as key achievements during this past year. And he plans a special tribute to the late Ray Kroc, founder of McDonald's Corporation, who died in January.

CHICAGO BEARS COACH MIKE DITKA TO ADDRESS MEMBERSHIP MEETING

Super Bowl champ coach Mike Ditka of the Chicago Bears will highlight this year's membership meeting.

The annual meeting will take place on Monday, May 19, at 2:15 p.m. in the Drury Lane Theatre of McCormick Place. It will begin with a general election to select new NRA officers for the year 1986–87. Outgoing NRA President and Chairman of the Board Ted J. Balestreri will then introduce his successor, as well as NRA's new vice president and treasurer.

The NRA Board has nominated G. "Jim" Hasslocher, president and chairman of the board of Frontier Enterprises in San Antonio, TX, to be the new NRA chairman of the board and president for the year beginning May 19. Michael J. Grisanti, president of Casa Grisanti Inc., in Louisville, KY, has been nominated to be NRA's new vice president. Jim L. Peterson, president of Whataburger Inc., Corpus Christi, TX, is slated to become NRA's next treasurer.

Michael J. Grisanti (left) and G. "Jim" Hasslocher

Following the election, football great Mike Ditka will tell the NRA membership what he and his team had to do to become Super Bowl champs. No newcomer to football, Ditka played tight end for the Bears in the 1960s and was a member of the championship Bears team in 1963. Before becoming Bears coach in 1982, he served as assistant coach for the Dallas Cowboys.

Just named Coach of the Year and inducted into the College Football Hall of Fame, Ditka is often described as funny, irreverent and brilliant. This is a great chance for all NRA Show attendees to see what the real Mike Ditka is like and how he used ACE (attitude, character and enthusiasm) to bring the Bears to victory in New Orleans.

cial focus on "the unsung heroes on the NRA Board of Directors—industry leaders who have given nine or 10 years of their lives to this association.

This year's NRA president will conclude with praise for the restaurant industry. "If a restaurant fails, the owner takes all the hardship and the loss himself," comments Balestreri. "He never asks the federal government for assistance. We are some of the most competitive businesspeople in the world," he says—"and true entrepreneurs."

SPECIAL AIRFARE SAVINGS

Delta Airlines and United Airlines once again have been designated official carriers for the 1986 NRA Show. They guarantee the lowest fares possible from any city they serve. Call toll-free today for information and reservations: for Delta, call 1-800-241-6760 and refer to NRA file DO078; for United, call 1-800-521-4041 and mention NRA account 610K.

EARN CREDITS

The American Dietetic Association will award continuing education credits for many educational programs offered at the NRA Show.

TAKE IT HOME

You can purchase modestly priced audio cassettes of approximately 25 of this year's education programs at the information booth in the Management Clinic area. In addition, about 80 of the best tapes from past NRA Shows will also be available.

3,000 WILL COMPETE IN NRA'S "MAIN COURSE"

Now in its 6th year, "The Main Course," Chicago's biggest 10-kilometer race and a tradition of the NRA Show, is expected to attract 3,000 runners and more than 1,500 spectators. This popular event, which has come to be known as the foodservice industry's "most hospitable race" and is a symbol of the industry's commitment to health and fitness, will take place along Chicago's beautiful lakefront. The starting time is set for 8 a.m. on Sunday, May 18, at Buckingham Fountain.

Runners will proceed east from the fountain along Lake Shore Drive. They will circle Adler Planetarium and McCormick Place and McWest, continuing north through the Prairie Avenue historic district. Next, they will proceed down Michigan Avenue to Congress Parkway and the finish line at Buckingham Fountain.

The "Main Course" gains its reputation for hospitality from the drinks, snacks and relaxing ambiance created for runners and their families. These special treats will be provided by this year's sponsors, including Coca-Cola USA; Dole Processed Foods; Miller Brewing Co.; Pepsi-Cola Co., Inc.; Sunkist Soft Drinks and Tysons Foods, Inc.

Trophies will be awarded to the first place man and woman runners as well as to the top three men and women in each of 21 categories. In addition, all runners will receive the great souvenirs that have become a hallmark of "The Main Course": colorful T-shirts donated by NRA and running gear contributed by the race's main sponsors.

Race finishers also are eligible for the famed "You- Don't-Have-To-Win-To-Win," program—a random drawing offering runners a chance to win a grand prize trip to Hawaii for two plus dinners for two at top Chicago restaurants and hotels.

The fee for competing in The Main Course is $7.95. For race applications, contact Marge Whalen, NRA race director, 150 N. Michigan Ave., Suite 2000, Chicago, IL 60601, (312) 853-2525.

TOP NAMES TO ENTERTAIN, EDUCATE IN THEATRE SERIES

An entertaining and informative lineup of experts, authors, management consultants and foodservice professionals will provide insights and tips for improving your business in the NRA Theatre Series, to be held in Theatres 1, 2 and 3 at McCormick Place on Monday, May 19, and Tuesday, May 20.

Monday programs

Realize your potential with **Joseph J. Charbonneau**, president of The Performance Group, a highly-respected human development and training company. Charbonneau is one of the most sought-after speakers in the country and will offer thought-provoking ideas designed to improve your company's image in the community, your ability to communicate with employees and customers and your skills to motivate others. His presentation will take place Monday at 10:30 a.m.

Joseph J. Charbonneau

Dr. Terrance Deal

What makes companies tick? Find out on Monday at 10:30 a.m. from **Dr. Terrance Deal**, author of *Corporate Cultures: The Rites and Rituals of Corporate Life*. This professor of education at the Peabody College of Vanderbilt University will present a unique perspective on the role of myth, ritual, ceremony and symbols in organizational settings.

Fight drug abuse. A highly informative special three-hour session on "Drug Abuse in the Workplace" will be presented by **Joseph H. Lodge**, ex-special agent for the Drug Enforcement Administration. President of Corporate Security Advisors, Inc., a Miami-based firm specializing in drug abuse prevention services for industry, he has found that drug abuse at the workplace is as common as the coffee break. On Monday at 10:30 a.m., Lodge will not only present startling facts and figures but will also suggest ways companies can solve the problem.

Tuesday programs

Use your brain. If you have ever wondered why you might be good with people but terrible at math, **Dr. Ned Herrmann**, chairman of The Whole Brain Corporation and a pioneer in left and right side of the brain research, will tell you. In "The Creative Brain," a multi-media presentation designed to involve the audience, Herrmann examines the four areas of the brain and their relationship to tasks, such as doing a math problem, planning a schedule, listening to music or creating a new invention. Herrmann also will prepare individual profiles for attendees of this program on Tuesday at 10:30 a.m.

Protect yourself. Learn how to protect your assets from **Dr. Tony Marshall**, attorney and Dean of Florida International University's School of Hospitality Management. In a dynamic session, this nationally recognized expert on risk management and hospitality law will pinpoint legal areas that have cost restaurateurs their shirts. Marshall will explain the reasons for skyrocketing insurance premiums, will present a four-point proposal to deal with the increases and then will detail specifics you can im-

Dr. Tony Marshall

plement immediately to survive. Learn how to protect yourself against lawsuits on Tuesday at 10:30 a.m.

The legends. Some of the great independent operators—including **Anthony Athanas** and **Jerry Berns**—will share their secrets for success on Tuesday at 10:30 a.m.

Leadership tips. Learn how to relieve the tension from a recognized specialist in the field of leadership services—**James F. Bracher** of Dimension Five Consultants. On Tuesday at 1:30 p.m., he will present his philosophy for dealing

James F. Bracher

with the four basic challenges for the hospitality industry: quality, service, cleanliness and perceived value.

All about the liability crisis. To follow up on the presentation by Dr. Tony Marshall, a panel of experts moderated by **Dr. Andy Divine**, director of the Hotel and Restaurant program at Penn State University, will address all aspects of the ominous liability question—from liquor liability and insurance availability to legal challenges and reforms. Panelists will include Richard May of Gilbert/Robinson and Tom McCabe of Tom Foolery's, among others. Join them on Tuesday at 1:30 p.m.

Mike Hurst and Dennis Berkowitz, two of the top communicators in the foodservice industry, will

Michael Hurst

Dennis Berkowitz

hold a special three-hour, nonstop, give-and-take workshop on that basic of all basics: food, including trends, preparation, merchandising and serving. Six separate, lively, 15-minute presentations will be interspersed with equal amounts of time for questions. Block off 1:30 p.m. to 4:30 p.m. on Tuesday, May 20, if you want to participate.

MANAGEMENT CLINICS DISCUSS NEW OPPORTUNITIES

Twenty topical management clinic sessions will be presented on the lobby level of McCormick Place. The sessions will run one and one-half hours each and will take place during five different time periods: Monday morning, Monday afternoon, Tuesday morning, Tuesday afternoon and Wednesday morning. Here is just a sampling of the extensive lineup:

Monday programs

The bottom line. Julia Stewart, director of marketing for Stuart Anderson's Black Angus Restaurants, will offer a lively marketing presentation centered around planning for profit. She will illustrate her simple yet effective method of charting future profits—a plan every operator can and should have. Monday at 10:30 a.m.

A reviewer's checklist. Harold V. Shumacher, restaurant reviewer and author of several restaurant guides to Atlanta, will show you how to look at your foodservice operation through the customer's—and reviewer's—eyes. In his presentation, Shumacher will pinpoint the six warning signs of a bad restaurant, suggest ways to train your staff to improve sales, lower food costs and develop a comprehensive management plan; and, last but by no means least, discuss ways to fight back if you get a bad review. Monday at 10:30 a.m.

CHART programs. Always well-received, the Council of Hotel and Restaurant Trainers (CHART) will again offer a series of five practical workshops on developing and utilizing the industry's most important asset—human resources. The first program

Julia Stewart

will take place Monday at 10:30 a.m.

CHRIE chronicles. Back by popular demand, the Council on Hotel, Restaurant and Institutional Education will examine new educational research pertaining to foodservice. Monday at 2:00 p.m. Led by Mike Olson.

Keep it fresh. Learn all about food irradiation technology. This new food processing technology holds the promise of improving the world's food supply by keeping fresh fruits and vegetables fresher, longer. Irradiation is now set to move into broad commercial use, and you will want to know everything about it. Mon-

Harold V. Schumacher

Don Shapiro

Dr. Donald L. Kirkpatrick

day at 2:00 p.m. with Sharon Bomer, chairman of the coalition for food irradiation.

Tuesday programs

Manage change. Dr. Donald L. Kirkpatrick of the University of Wisconsin will reveal all the whys and wherefores of managing change effectively. Author of six books, including his latest on *How To Manage Change Effectively*, he knows the subject well. Tuesday at 10:30 a.m.

Foodservice equipment. A panel featuring representatives from the National Sanitation Foundation, the Underwriters Laboratory and the American Gas Association will attempt to answer questions, concerns and confusions on third-party certification, standards and approval of foodservice equipment. Tuesday at 10:30 a.m.

Meal deliveries. Find out all about the latest restaurant trend—"Delivery: Sending it Home." Not to be confused with take-out or catering, this new trend of delivering restaurant meals direct to the home will be discussed by a panel of experts. Tuesday at 10:30 a.m.

How the customer sees you. Don Shapiro, president of First Concepts Development Corp., will discuss "Restaurant Marketing Through the Eyes of the Customer." With a combined background in operations, marketing and development, Shapiro is fast becoming a leading authority on competitive strategy and concept development. He is an expert in identifying what really influences people's buying decisions and restaurant choices. Tuesday at 2:00 p.m.

What's the matter with kids today? If you don't understand why the students coming out of HRI schools today are not like you were, join Dr. Pete Stevens of the Michigan State University HRI program to learn how to deal with, supervise and motivate younger employees. Tuesday at 2:00 p.m.

The wonders of wine. Learn about wine selection, purchasing, serving, storing and tasting from an expert. Kevin Zraly, world-famous wine expert and author of the best-selling Windows on the World Complete Wine Course will discuss "making wine simple" on Wednesday, May 21, at 10:30 a.m.

LUNCHEON FOR HENNESSY WINNERS

Winners of the coveted Air Force Hennessy Awards will be honored at the annual Hennessy Awards luncheon, Saturday, May 17, in the Regency Ballroom of the Hyatt Regency, Chicago, beginning at 11:30 a.m. Air Force bases around the world compete for two traveling tropies, each one a 34-inch Revere sterling silver bowl awarded for excellence in the management, preparation and service of food to their personnel. One trophy goes to the most deserving Air Force base with a single dining hall, while the other is awarded to a base with multiple dining halls.

The keynote speaker at the luncheon will be General Earl P. O'Loughlin, commander of the air logistics command at Wright-Patterson Air Force Base in Ohio. Tickets for the luncheon are $35 and are available through Ruth Tracy, Hennessy program coordinator, NRA, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

FIRST LADIES LUNCHEON

The First Ladies Luncheon will again honor all NRA first ladies, with special attention going this year to Velma Balestreri, the wife of NRA President Ted J. Balestreri. A hit for the past three years with the wives of NRA Board members and other women in the industry, this special event will feature as keynote speaker a celebrated woman recognized as a leader in her field.

The First Ladies Luncheon will be held at the Chicago Marriott on Monday, May 19, at 11:30 a.m. Tickets are $25.00 and can be purchased from Philip Kralovec, NRA, 150 N. Michigan Ave., Suite 2000, Chicago, IL 60601; (312) 853-2525.

NRA

SATURDAY, MAY 17

9:00 a.m.–5:00 p.m.
One-day seminars with one-hour lunch break:
- Basic supervision in foodservice
- Kitchen management
- Tools for training
- Introduction to computers in foodservice
- Menu development

Two-day seminars (run Saturday & Sunday):
- Beverage management
- Planning and implementing restaurant marketing strategy
- Restaurant design and facilities planning
- Negotiating for and financing foodservice facilities
- Off-premises catering

9:30 a.m.–5:30 p.m.
Dealer/supplier press preview of exposition, McCormick Place & McWest

9:30 a.m.–3:00 p.m.
Hot Food Competition at NRA Competition Kitchen, McWest, street level

11:30 a.m.
Hennessy Awards luncheon, Regency Ballroom, Hyatt Regency Chicago (ticketed event)

5:00 p.m.–6:10 p.m.
R-TV on your hotel television

6:45 p.m.
Second Annual Political Education Fund Gala Dinner-Dance, Chicago Marriott

10:30 p.m.
R-TV on your hotel television

SUNDAY, MAY 18

7:00 a.m.
R-TV on your hotel television

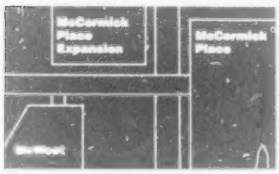
8:00 a.m.
"The Main Course" race, starting at Buckingham Fountain

SHOW SCHEDULE

8:10 a.m.
R-TV on your hotel television
9:00 a.m.–5:00 p.m.
Seminars with one-hour lunch break:
- Dining room management
- Business dynamics for women in foodservice
- Applications for computers in foodservice: integrating the system
- People-power & profits: how to hire and manage for success
- Foodservice operators' legal workshop

Second day of two-day seminars:
- Beverage management
- Planning and implementing restaurant marketing strategy
- Restaurant design and facilities planning
- Negotiating for and financing foodservice facilities
- Off-premises catering

10:30 a.m.–6:00 p.m.
Exposition open—McCormick Place and McWest
- Viewing for NRA Culinary Arts Salon, concourse level, McWest



- Viewing of Hot Food Competition, NRA Competition Kitchen, street level, McWest (until 3:00 p.m.)

11:30 a.m.
NRA Culinary Arts Salon awards ceremony
1:00 p.m.
NRA Wine Classic opens (Chicago Room)
2:00 p.m.
Opening day program
Arie Crown Theatre, McCormick Place
- *Welcoming address:* NRA President Ted J. Balestreri
- *Keynote speech*

4:00 p.m. / 5:10 p.m.
R-TV on your hotel television
9:00 p.m.–1:00 a.m.
Convention Capers, Grand Ballroom, Hyatt Regency Chicago, Count Basie Orchestra
10:30 p.m.
R-TV on your hotel television

MONDAY, MAY 19

7:00 a.m.–8:10 a.m.
R-TV on your hotel television
9:00 a.m.–4:30 p.m.
Exposition open, McWest
- NRA Culinary Arts Salon, McWest, concourse level
- Hot Food Competition, NRA Competition Kitchen, McWest, street level (until 3:00 p.m.)

10:00 a.m.–5:30 p.m.
Exposition open, McCormick Place
10:30 a.m.–noon
NRA Theatre Series, McCormick Place
- Realize your potential, Joseph J. Charbonneau
- What makes companies tick, Dr. Terrance Deal
- Drug abuse in the workplace, Joseph H. Lodge (until 1:30 p.m.)

Management Clinics, McCormick Place
- Harold V. Shumacher, restaurant reviewer, author, consultant
- Charting future profits, Julia Stewart
- CHART (Council of Hotel & Restaurant Trainers) presentation
- Finances for Independents, Dr. Ron Cox

11:00 a.m.–5:00 p.m.
NRA Wine Classic, Chicago Room, McCormick Place
11:30 a.m.
First Ladies Luncheon, Chicago Marriott Hotel (ticketed event)
2:00 p.m.–3:30 p.m.
Management Clinics, McCormick Place
- CHRIE (Council on Hotel, Restaurant & Institutional Education)—new educational research for foodservice, Dr. Mike Olson
- Food irradiation
- CHART program

2:30 p.m.
Annual NRA membership meeting, Drury Lane Theatre, McCormick Place
- *Election of officers*
- *Speaker:* Mike Ditka, coach of the Chicago Bears

4:00 p.m. / 5:10 p.m.
R-TV on your hotel television
9:00 p.m.–1:00 a.m.
Convention Capers, Grand Ballroom, Chicago Marriott
- Gary Lewis & the Playboys
- Freddie Cannon, Dennis Yost & The Classics IV

10:30 p.m.
R-TV on your hotel television

TUESDAY, MAY 20

7:00 a.m. / 8:10 a.m.
R-TV on your hotel television
9:00 a.m.–4:30 p.m.
Exposition open, McWest
- NRA Culinary Arts Salon, concourse level, McWest
- Hot Food Competition, NRA Competition Kitchen, street level, McWest (to 3:00 p.m.)

10:00 a.m.–5:30 p.m.
Exposition open, McCormick Place
10:30 a.m.–noon
NRA Theatre Series, McCormick Place
- How to protect your assets, Dr. Tony Marshall
- The creative brain, Dr. Ned Herrmann
- The legends, Anthony Athanis & Jerry Berns

Management Clinics, McCormick Place
- CHART program
- Third party certification
- Delivery: sending it home
- foodservice equipment
- Managing change effectively, Dr. Donald Kirkpatrick

11:00 a.m.–5:00 p.m.
NRA Wine Classic, Chicago Room, McCormick Place
1:30 p.m.–3:30 p.m.
NRA Theatre Series, McCormick Place
- Mike Hurst & Dennis Berkowitz on food (to 4:30 p.m.)
- Leadership tips, James F. Bracher
- Panel on the liability crisis

2:00 p.m.–3:30 p.m.
Management Clinics
- CHART program
- How the customer sees you, Don Shapiro
- What's the matter with kids today?, Dr. Pete Stevens

4:00 p.m. / 5:10 p.m.
R-TV on your hotel television
7:00 p.m.
NRA Grand Banquet and Show, Hyatt Regency Chicago Grand Ballroom (ticketed event)
- Mickey Gilley & The Urban Cowboy Band
- Steve Landesberg

10:30 p.m.
R-TV on your hotel television

WEDNESDAY, MAY 21

9:00 a.m.–3:00 p.m.
Exposition open, McWest
10:00 a.m.–3:00 p.m.
Exposition open, McCormick Place
10:30 a.m.-noon
Management Clinics
- CHART program
- The wonders of wine, Kevin Zraly

Noon
Special awards presentation: hot food competition winners, winners of the NRA Wine Classic

SHARPEN YOUR SKILLS WITH HARD-HITTING EDUCATIONAL SEMINARS

Practical sessions designed to sharpen the skills of both novice and seasoned foodservice personnel will be featured at 10 one-day seminars and five two-day seminars. Ranging from management and training to restaurant design and catering, the sessions aim to help attendees gain the knowledge and expertise necessary to reach the top in the foodservice industry.

The seminars will take place Saturday, May 17, and Sunday, May 18, on the lobby level of McCormick Place. Check-in is at 8:00 a.m. the morning the seminar begins. Fees range from $115 to $185 for one-day sessions and from $325 to $395 for two-day programs. Discounts for multiple attendees from the same company are available for food production and food management courses.

For additional information, contact NRA Education Programs Department, 311 First Street, N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

One-day seminars Saturday, May 17

Basic supervision in foodservice. Designed for entry-level managers, captains and foodservice supervisors. This day-long course led by instructor Jack Miller will fine-tune your management, communications and motivation skills.

Kitchen management. When it comes to an efficient kitchen, top-notch management skills are as important as the chef's culinary talents. This seminar taught by instructor Eddie O'Hare will present money-saving techniques for improving efficiency and productivity in the back of the house.

Tools for training. Instructor Gen LaGreca teaches you how to set up a workable training program to ensure proper training at every level of your operation. You will receive a handbook and instructional materials that can be modified for use with your own employees.

Introduction to computers in foodservice. Are computers right for your operation? Instructor Michael Speer, CPA and management consultant, will help you cut through sales jargon to determine if computerization will be a blessing or a boondoggle for you.

Menu development. Instructor John Gruner will show you how to make the most of your menu, your number one sales and marketing tool. Come with your own menu and problems.

Sunday, May 18

Dining room management. This course takes front-of-the-house managers through the basics. Instructor Michael Parise will discuss basic management skills, such as how to get the most out of staff, increase sales and deal with guests.

Business dynamics for women in foodservice. Instructor Dianne Davis will show attendees how to break through traditional barriers to take full advantage of their management potential and expertise. You will learn how to target your career and capitalize on the expanding foodservice industry and how to turn negatives into advantages.

Applications for computers in foodservice: integrating the system. Find out what your computer should be doing for you. Instructor Michael Kasavana will explore the untapped resources of your current system and how they can boost profits and improve customer service.

People-power & profits: how to hire and manage for success. Instructor Ted Thelander shows you how to reduce turnover by hiring the right people in the first place. He will look at your personal leadership skills and explore creative ways for developing and maintaining a motivating work environment.

Foodservice operators' legal workshop. NRA Legal Counsel Robert Alan Palmer will give attendees answers to legal questions before they become problems. Topics for discussion include hourly vs. salaried wages, sexual harassment, AIDS, liquor liability insurance rates and illegal aliens. Bring your own questions.

Two-day seminars: May 17 and 18

Beverage management. If you are concerned about tough new liability laws and other pressures that threaten a profitable beverage operation, you will want the latest information on the bar business from instructor Brian Rea. The course will teach you how to increase beverage sales, reach new markets, build exciting merchandising programs and improve controls.

Planning and implementing restaurant marketing strategy. Learn to analyze your weaknesses and capitalize on your marketing strengths from instructor Tom Feltenstein. He will explore the basics of advertising, promotion, public relations, merchandising research and neighborhood marketing.

Restaurant design and facilities planning. If you are involved in remodeling, expansion or new unit construction, find out from instructor Jack McCabe how to ensure that what you want is what you get. Learn how to avoid costly mistakes.

Negotiating for, and financing foodservice facilities. Master the 101 steps necessary to negotiate and finance a new operation. Instructor David Sher will cover the topic from real estate and capital investments to dealing with financial institutions.

Off-premises catering. If you want to know more about one of the fastest growing segments of the foodservice industry, instructor Jay Treadwell, general manager of Ridgewell's Caterer, will analyze the growing number of catering options, the basics of catering management, how to attract customers and the special logistics of transporting the catered affair.

PUT ON YOUR DANCING SHOES FOR THE CAPERS

Even if you have been attending seminars and scouring the exhibit halls for new products, you won't want to call it a day at 9 p.m. That's when the music gets hot at the ever-popular Convention Capers, two nights (May 18 and May 19) of star-studded entertainment that are free to all Show participants. All you need is an NRA badge to join in the fun.

If you want to dance to "One O'Clock Jump" or "Georgia," you will get your chance at Sunday night's Capers at the Hyatt Regency Chicago when the world famous Count Basie Orchestra, directed by Thad Jones, will bring back the big band sound. Often called "the most explosive force in jazz," the Count Basie Orchestra has been featured in a long list of movies, from "Hit Parade of 1943" to Mel Brooks' "Blazing Saddles," and has played with greats including Bing Crosby and Frank Sinatra.

Thad Jones

Now led by internationally known trumpeter/composer/arranger Thad Jones, the Count Basie Orchestra continues the tradition of musical excellence and excitement the band has built over five decades.

Monday it's "60s Night" at the Capers at the Chicago Marriott Hotel. Remember "This Diamond Ring" and "Palisades Park"? You can hear these hits again when the new "This Diamond Ring" tour, featuring Gary Lewis and The Playboys, Freddy Cannon, Dennis Yost and The Classics IV, comes to the NRA Show.

The music doesn't stop until 1:00 a.m. both nights. So get ready to swing and to rock at these gala events.

YOU'RE ON TV!

For previews and reviews of the day's events at the NRA Show you can tune into R-Television every morning, evening and night on your hotel television screen. Heading into its fifth year, R-TV will bring you man-on-the-street interviews from the floor of the Show and will cover the popular Main Course 10-K race. The different programs, shown each day, will be sponsored by Popeye's Fried Chicken, General Foods, Admark, Sunkist and others.

The hour-long show will be broadcast on Saturday, May 17, at 5 p.m., 6:10 p.m. and 10:30 p.m. On Sunday, Monday and Tuesday you can watch it in the morning at 7:00 a.m. and 8:10 a.m. and in the evening at 4:00 p.m., 5:10 p.m. and 10:30 p.m.

MICKEY GILLEY TO STAR AT GRAND BANQUET

Country-western star Mickey Gilley and the Urban Cowboy Band will entertain at the NRA Grand Banquet on Tuesday evening, May 20. Versatile comedian and television star Steve Landesberg will headline the opening act.

Mickey Gilley was a well-known country star long before his music and his club in Pasadena, TX, were immortalized in the film "Urban Cowboy." His first big hit was "Roomful of Roses" in 1974, which went on to become a number one song. More recent hits are "You've Really Got a Hold on Me," "That's All That Matters to Me," "You Don't Know Me," "Put Your Dreams Away," and "Fool for Love."

Mickey's newest album, "Too Good to Stop Now," features the title song and "I'm the One Mama Told You About." He has had a total of 18 number one records in the past 10 years. With this success, he has been performing more and more throughout the country, including showrooms from Las Vegas and Reno to Atlantic City, and he has been featured on television.

Mickey Gilley

With each performance, Mickey delights audiences with his distinctive voice, which does magic with a wide range of songs from honky-tonk to tender love ballads.

Steve Landesberg's dry sense of humor won him three Emmy nominations in his six years with the highly successful television series "Barney Miller." Now he has returned to the concert stage, bringing his unique brand of humor to sellout performances across the country. He is regular on "The Tonight Show" and has been seen in "The Steve Landesberg Television Show" and on two sports talk specials.

The Grand Banquet is held in honor of the incoming NRA president and serves as the show's grand finale. Admission tickets at $100 per person cover a reception, a gourmet dinner, continuous music and dancing to the music of Dick Judson and, of course, the entertainment. To obtain tickets, contact Philip Kralovec, NRA, 150 N. Michigan Ave., Chicago, IL 60601; (312) 853-2525.

RESTA

SPIN

Seven months after the April 1985 opening of La Scala Presto in Los Angeles, CA, the trattoria offshoot of his upscale La Scala Restaurant, Jean Leon was operating in the black. If anything could put this down-to-earth restaurateur's head in a spin, it would be the overwhelming popularity of his new Brentwood venture and the resulting profits.

No less magical was the instant success of another Los Angeles restaurant offshoot—Primi, the first-course only restaurant of Piero Selvaggio, owner of the Italian classic, Valentino. Within weeks of its opening in July 1985, Primi was singled out by *Los Angeles Magazine;* within months, it had made the best restaurant lists of *USA TODAY* and *Esquire* magazines.

Whether a trattoria, pizzeria or upscale cafe, spinoffs are creating exciting opportunities for restaurateurs and inviting modern, less formal interpretations of well-known concepts. "Anyone who doesn't pay attention to this trend of people enjoying restaurants in new ways will be in trouble," cautions Leon.

Trend escalating . . .

Although spinoffs have been around in small numbers for some time, their presence has become more pronounced in the last year, and the trend seems to be escalating. Scheduled to open next month in New York City, for example, is the unlikely scion of the upscale landmark, The Quilted Giraffe. The Casual Quilted Giraffe, as the spinoff will be called, is Barry and Susan Wine's attempt to create an informal restaurant with a broader market appeal.

These new restaurants do have a distinctive character and personality. But like any new restaurant addition to a primary operation, they offer the advantages of reputation carryover and the economies of operating multiple establishments under one management. In addition, spinoffs give restaurateurs the opportunity to expand their markets and the chance to do something new, by stepping sideways off the path of precedent.

For Selvaggio, for example, giving birth to the child Primi was a complex process that merged his experience, intuition, love and perception into his own statement, creating an experience and a new concept.

Responding to customers . . .

Of course, those creating spinoffs are not always inventing new directions in which to move. Usually, they are responding to customers who want new dining options. As Leon says, "People want a place to be at ease, a place that combines quality with atmosphere at reasonable prices." Explaining his choice of a trattoria, Leon says, "We move too much. It's time for people to know each other again and to become part of their own neighborhood." His idea seems to have hit the mark. Seeing the success of his spinoff, Leon plans three more offshoots.

"People aren't looking for the food

Maxine Atwater is a free-lance writer in the Washington, DC, area.

Owner Piero Selvaggio toasts his spinoff Primi.

that America grew up on," says NRA Director Harry Klingeman of the 50-year old Indian Trail Restaurant in Winnetka, IL. That is why he is opening a new cafe, Ryan's, this fall. Instead of the "meat and potatoes" ordered by most of the 220,000 customers who come to the restaurant each year, Ryan's will cater to newer, more sophisticated tastes. "There comes a point when if you don't make changes, you start to lose business," he says. "By opening Ryan's we are taking our concept out of the 60s into the 80s and into the future."

Other operators agree that consumer needs are changing. Young professionals who dine out two, three or more nights a week don't want a four-course meal every night. Joyce Goldstein of Square One, San Francisco, CA, opened her spinoff, Caffe Quadro, next door to her restaurant last November, in response to customers' requests for take-out and "good food they can enjoy every day and not just for that once or twice a week two-hour business lunch." That is why in contrast to her Square One restaurant with grill, pasta, saute and dessert stations, Caffe Quadro serves pizza, calzone, sandwiches, soups and salads.

Customer demand for an everyday restaurant also inspired NRA Treasurer Michael Grisanti to open his home-style venture Mamma Grisanti in 1976. Grisanti explains that Mamma Grisanti, with its kitchen ambiance, is the everyday restaurant patronized by the same customers who dine at Casa Grisanti, his upscale Northern Italian restaurant, on special occasions.

Sometimes the location dictates the restaurant's form, as was the case with The Casual Quilted Giraffe. Barns and Susan Wine were asked by AT&T to open a cafe in their new Manhattan headquarters building. The Wines quickly realized that a high-traffic area, such as 55th and Madison, required an operation with mass appeal—not another formal restaurant like The Quilted Giraffe, which serves only expensive *prix fixe* dinners ($75). They saw the opportunity to run a cafe as a challenge and a chance to broaden their approach to business. They like the idea of running a cafe where people feel comfortable coming in at 3 p.m. to order only a dessert or appetizers and champagne.

Similarities and differences . . .

Spinoffs, like children, are not carbon copies of their parents but rather bring together traits that are at once both similar and dissimilar. Basics, such as the hours of operation, the type of food served and the size of the establishment, often vary. Differences are also seen in the decor, menu offerings and prices. Similarities are reflected in such intangibles as style and quality.

Menu. Although quality is not sacrificed—many spinoffs train chefs in the kitchens of the parent restaurant—generally, fewer dishes are offered. At Mamma Grisanti, for example, the menu is limited, focusing on well-known Italian dishes, such as Fetuccini Alfredo and lasagna. Customers eat from pottery plates using

stainless steel flatware in a kitchen dining room. At Casa Grisanti, where the dinner check averages at least double those at Mamma's, there is a more extensive selection of entrees, including veal, lamb, beef, duck and seafood. Dinner is served on china at candlelit tables draped in damask and set with silverware.

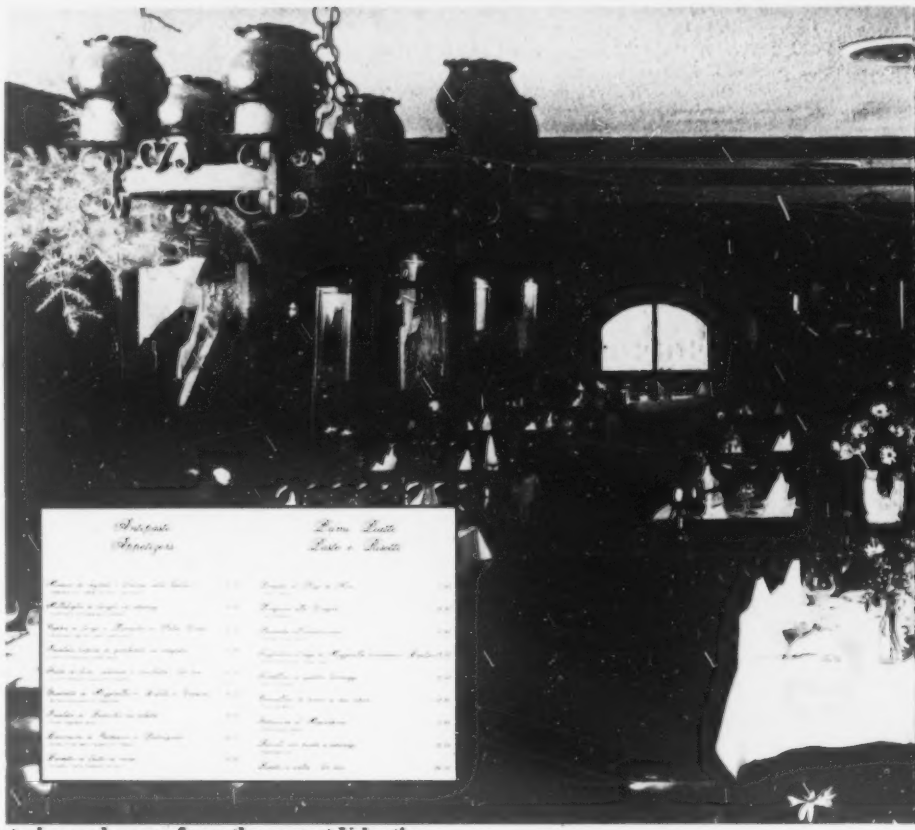
Instead of serving 500 a week at The Quilted Giraffe, the new cafe spinoff will serve 500 a day. While the new menu offerings will not be the same—although some dishes once served at The Quilted Giraffe may turn up on The Casual Quilted Giraffe menu—the food quality will be the same. But there is a difference in philosophy, which Barry Wine explains: "What we are trying to do at The Quilted Giraffe is to send a dish out of the kitchen which the customer will say is the best of its kind he has ever had. We don't want customers to have that expectation at our cafe. The menu is simplified and, of course, less costly (about half as much as similar dishes at the restaurant)."

Often a parent's signature dishes are transferred to the spinoff, such as the duck liver pate and warm seafood salad offered both at Jackie's, Chicago, IL, and at its August 1985 spinoff, D'Artagnan. However, in contrast to the classic dishes for which Jackie's is famous, D'Artagnan concentrates on salads, fruit plates and unusual dishes, such as a monk fish entree.

Similarly, both the Schmidhaus (Detroit, MI) and its 1981 offshoot, Main Street Seafood Bar and Grill, offer such German specialties as hot bacon salad dressing and potato pancakes. But the bar and grill, a casual pub-style restaurant, which seats 150, features seafood, ribs, Mexican specialties and pizza, while the more formal Schmidhaus, built in the style of a Bavarian castle, seats more than 500 and serves mostly seafood and German dishes, such as wiener schnitzel.

Wine service also varies between parent and spinoff with the parent often offering more extensive and expensive selections. At Square One, for example, customers can choose from two lists, one a regular list of recent vintages and the other of private selections of older wines. In contrast, Caffe Quadro serves a house red and white wine made by a local winery.

Even when the selections are the same, the prices often differ. The same Chianti Classico that goes for



Interior and menu from the parent Valentino.

$19 a bottle at La Scala sells for $9.75 at La Scala Presto.

Decor. The decor often reflects the difference between the parent restaurant and the spinoff. For instance, at Jackie's the decor is a symphony of soft grey walls and linens, etched glass and subtle oriental touches. D'Artagnan, on the other hand, looks like the inside of a greenhouse with peach and pink floral wallpaper, wrought iron furniture and picture windows overlooking the patio where patrons sit in good weather.

Instead of projecting the formal elegance of The Quilted Giraffe, the new Casual Quilted Giraffe will be "glitzy, elegant and chic." Although the glass window that stands between the dining room and kitchen at the parent restaurant will be carried over to the cafe, the linen tablecloths and sumptuous chairs will not. In their place at the cafe will be granite tables inset with jewels, pastel-colored plates and napkins, crystal Hoya tumblers used for all beverages, including wine, as well as comfortable futuristic Italian chairs.

In contrast to the all-white furniture, tile, marble and brass touches of the clean and open Square One restaurant, is the motif of Caffe Quadro: stained concrete floors that look like terrazzo, granite tables, wooden chairs, and posters that accent the look of a Northern Italian cafe.

The white tile, oak tables, fresh flowers and hanging herbs and open kitchen of La Scala Presto contrasts markedly with the damask and Venetian lamps that characterize the 19th century Florentine decor of La Scala. In a similar way, Primi counters Valentino's classic look with a trattoria ambiance. "The garden, the open kitchen, the *'puttis'* (angels) decorations symbolize its straightforward, fresh, clean look," says Selvaggio.

Planning. And how did these restaurateurs handle the details of creating their spinoffs? Planning time varies, ranging from four months for La Scala Presto to two years for The Casual Quilted Giraffe.

Many operators executed the various steps involved in planning their new establishments themselves—finding a space, designing their space, creating new menus—or collaborated closely with a consultant.

Goldstein of Square One and Caffe Quadro, for example, knew exactly what she wanted in the cafe. She explains: "Where Square One was a large space with glass on three sides

Interior and menu from the parent Casa Grisanti.

Interior and menu from the spinoff Mamma Grisanti.

and odd columns, it really needed someone who knew what they were doing with space. But since the cafe space was small, it was easy to control."

Because Ryan's will be in the same building as the Indian Trail restaurant, Klingeman felt he needed professional help to create a dramatic entrance to set it apart from the old restaurant. To make sure those driving down the street know Ryan's is a different entity, he is building a 16-foot atrium entranceway, which will "shine during the day and glow at night."

Operation. Only because he can use the same kitchen for both operations does Klingeman feel he can afford to open his new cafe. "I'm reducing overhead costs tremendously by using the same kitchen and labor force," he says. He explains that he will use the same cooks, dishwashers and bartenders—only the servers will be different. Ryan's will require a more knowledgeable waitstaff with more ability to suggest items and discuss specials.

Goldstein of Square One also uses the same kitchen for her cafe. She says that the kitchen had to be the same for both because "it's important to me that I supervise the cooking and I don't want to travel to do it."

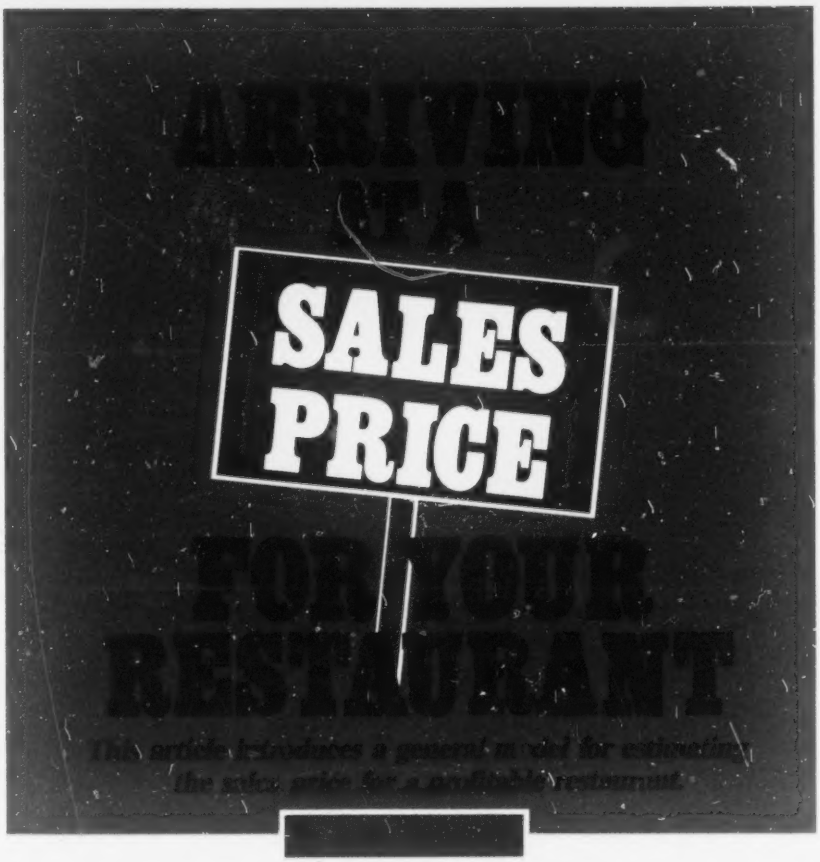
Sometimes the staff at the spinoff has trained or worked at the parent restaurant. In fact, the new establishment often provides advancement opportunity. This has been the case, for example, at the Main Street Seafood Bar and Grill, at Primi and La Scala Presto. "Anyone with me for over 20 years will have part of their own little restaurant eventually," explains Leon.

Spinoffs can make money . . .

Are spinoffs paying off? For Leon, who has been serving 700 people a day at La Scala Presto, the answer is yes. "I'm making much more at La Scala Presto than I did at La Scala," he says. "In the seven months since I opened I have gotten back all the money I put into it. I'm planing to open three more restaurants and have 57 applications for franchises."

Michael Grisanti reports that since opening Mamma Grisanti he has also done well. In fact, he has done so well that "something new is coming up." He reports he'll be expanding into a new concept which he will unveil in the near future.

The consensus is that by capturing new tastes in new ways, the spinoff can definitely pay off. ❑



ARRIVING AT A SALES PRICE FOR YOUR RESTAURANT

This article introduces a general method for estimating the sales price for a profitable restaurant.

Restaurant owners often wonder what sales prices they might receive if they sold their operations. The normal procedure used to satisfy this curiosity is to solicit estimates from a professional real estate broker, business broker and/or other financial professionals. Many owners, though, are understandably reluctant to approach these professionals casually because any contact with them, however slight, can easily be misconstrued by persons attuned to the grapevine.

Ideally, a curious restaurant owner would be able to uncover an index of recent sale transactions that lists sales price statistics. But unlike indices that exist for motel sales, nothing similar is available for restaurant sales.

Sales price components . . .

Most buyers will agree that a sales price includes an established value for real estate, other reversion assets and business characteristics.

Real estate

Real estate includes the land and its permanent improvements, such as the building, parking lot and utility connections.

Often, the real estate is not part of the sale of an ongoing restaurant operation. Experience shows that the typical operator is a user of—and not an investor in—real estate.

Usually a passive investor purchases the real estate with the intent of collecting rent from a restaurant tenant, enjoying the tax shelter benefits available to real estate owners and reaping a capital gain when this asset eventually is sold.

The typical price paid for single-use real estate that houses an on-going restaurant operation usually equals the capitalized annual net rent. The appropriate capitalization rate seems to fall between nine and 11 percent, depending on the

- quality of the tenant—i.e., a major foodservice company poses less risk and is considered to be of higher quality than a small independent operation without a track record
- renovation needed
- economic obsolescence—i.e., the safety, attractiveness and economy of the surrounding area are below standard and
- seller financing—i.e., below-market financing.

If the real estate being purchased is owned by a passive investor, the annual net rent is easily computed. It is the amount of income a landlord would receive from the tenant, less any property-related expenses that the landlord incurs. Most landlords attempt to write a lease agreement which stipulates that the tenant must pay all property-related expenses, such as property taxes, insurance and maintenance, in addition to the monthly lease payment. The monthly lease payment received, therefore, is net rent to the landlord.

However, if the real estate is part of the purchase of an on-going restaurant operation, it is necessary to conduct research in the local market to determine the amount of rent commanded by similar real estate.

Reversion assets

A reversion asset is one that will retain its value independent of the success or failure of the ongoing operation.

In addition to real estate, there are three other assets whose values are not affected by the performance of the on-going operation: liquor license, antiques and inventories.

Liquor license. In some parts of the country, there is no value for an existing liquor license because new licenses are readily available from the appropriate government agency. However, in other areas of the country, liquor licenses are unavailable from the government because it has issued the maximum number of licenses allowed. The only way to obtain a liquor license in this situation is to purchase one from a current licensee.

Where there is a free market for the sale and purchase of a liquor license, there tends to be an established market value for it that can be determined very easily. In most instances, the agreed-upon sales price for a liquor license must be disclosed to the appropriate government agency by the buyer who applies for the transfer of ownership.

In some rare instances, the government restricts the price that a buyer can pay to the current licensee for the liquor license.

John Stefanelli is associate professor at the College of Hotel Administration, University of Nevada at Las Vegas, and author of The Sale and Purchase of Restaurants *(1985, John Wiley & Sons).*

Antiques. A restaurant operator may own several unique, irreplaceable assets, such as pictures, autographs, furniture, fixtures and tableware, that will retain their value regardless of the success or failure of the restaurant operation. Usually the curator of the local library or local museum is qualified to prepare a realistic estimate of value for these articles. An insurance broker, or agent, who has considerable experience in the appraisal of antiques, can also render a satisfactory estimate of value.

Inventories. Traditionally, when the ownership of a restaurant operation changes hands, the buyer and seller together take a physical count of all unopened stock. The current purchase prices for these inventories are taken from the suppliers' price books and are used to compute the stock's value.

Opened merchandise could be valued in the same way, but normally a seller leaves this stock behind at no cost to the buyer.

[redacted]

The business includes all the remaining assets that are for sale by the restaurant operator. In most cases, these assets are the leasehold improvements, furniture, fixtures, equipment, utensils and tableware. In addition, there may be one or more intangible assets, such as goodwill, an up-to-date mailing list and a superior accounting and recordkeeping system.

The sales price estimate for the business portion of the restaurant is equal to the percentage of the restaurant's trailing 12 months' sales volume. The percentage usually will vary from 40 percent to 70 percent, depending upon at least seven major factors.

1. Profitability. A restaurant business must be profitable or else this model cannot be used to determine a sales price estimate. A business that is losing money has a very minimal value. The value usually is much less than the depreciated value of the tangible assets.

A marginally profitable restaurant business, with some room for improvement, usually will sell for about 40 percent of the trailing 12 months' sales volume. A business earning an average profit would tend to sell for about 50 percent, and a business earning an above-average profit will fetch a sale price equal to about 70 percent.

The profitability factor appears to be the most important determinant of sales price, since, when holding the other factors constant, there is a very significant correlation between it and the sales price of a restaurant business.

2. Seller financing. As with the real estate asset, the amount of below-market financing available to a buyer will have a direct effect on the sales price of the business. Usually the present-value sales price is unaffected, although it would appear that the sales price will experience a significant real increase if the seller receives a very small, or no, downpayment. And the sale price will suffer a significant decrease if the seller demands cash.

3. Leasehold interest. The term remaining on the real property lease, as well as the payment requirements, will affect the sales price of the business. A favorable leasehold interest will be reflected in a higher sales price, and vice versa.

A buyer normally expects that the current lease is readily assumable, and that it has a remaining term of at least five years. The term could be less than five years if there is a favorable renewal option. Anything less than five years generally will render the restaurant business unsalable.

If the monthly lease payment exceeds eight percent of a restaurant's monthly sales volume, most potential buyers will lose interest in the purchase opportunity unless there is something favorable about the business to offset such an onerous lease. The fullservice restaurant operator typically expects to pay monthly rent equal to about six percent of monthly sales volume but will consider a larger payment if, for example, the landlord is responsible for one or more property-related expenses.

4. Personal goodwill. Personal goodwill refers to the amount of sales volume and profit that are directly attributable to the current restaurant owner's personal friendship with guests. A potential buyer is apt to conclude that these guests will cease patronizing the restraurant if the current owner leaves.

In many instances, the concept of personal goodwill can be expanded to include the amount of sales volume and profit generated specifically by a valued employee of the restaurant. If he or she is expected to resign just after the sale of the restaurant, a potential buyer will be very leery of the purchase opportunity.

5. Renovation needed. If the buyer must incur a major renovation cost shortly after the conclusion of the sale transaction, this cost usually will reduce the sales price of the business to much less than 40 percent of the trailing 12 months' sales volume. If a business needs a minimal amount of cosmetic renovation, there generally is no effect.

All other factors aside, a well-maintained business that requires very little or no upgrading should easily sell for about 60 to 70 percent of the trailing 12 months' sales volume. Potential buyers often will pay a premium for a business that shows a "pride of ownership."

6. Economic obsolescence. Surprisingly, the percentage multiple used to set the sales price of a restaurant business suffers very little if its location is less than ideal.

7. Franchise affiliation.* The presence of a franchise affects the sales price positively, particularly if the franchise is easily recognized by, and acceptable to, consumers. Also, a franchisee tends to be more competitive because of the franchisor's support.

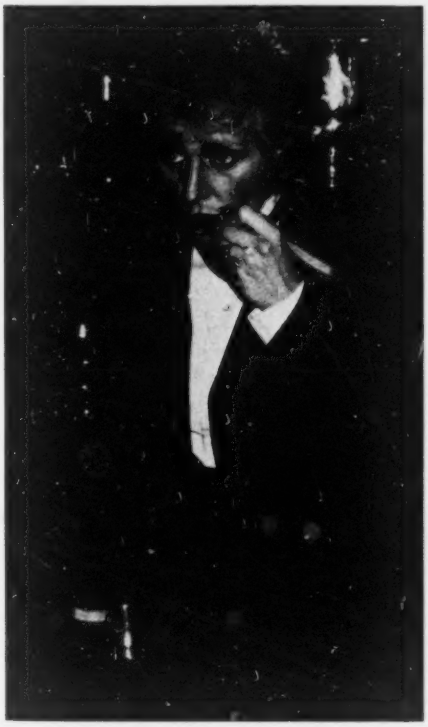
For instance, if a business broker decided to set an asking price for a nondescript restaurant business at 40 percent of the trailing 12 months' sales volume, the multiple would be increased to about 45 percent or more if a franchise was part of the sale. ❑

**Some people believe that the franchise, or other form of exclusive distributorship, should be classified as a reversion asset. I do not harbor this view, for three reasons. One, a franchise is not easily divorced from a specific location because of territorial rights assigned to other franchisees. Two, franchisors seem to be very selective when evaluating potential franchisees, particularly potential franchisees who seek to purchase an existing franchise. And three, a franchise has an expiration date, so at best, it declines continually in value and eventually is valueless.*

VIEWPOINT

Patricia Draper smiles when recalling a conversation she had with Neil Armstrong about her job. "He asked me how I liked being the first female wine captain at the Sardine Factory. I looked at him and said, 'You know, it's a fun, wonderful job. I enjoy the learning experience, but being the pioneer, is very difficult.' And then I realized who he was and said, 'Well, I guess you would know what I mean.' And he said, 'Yes, I know exactly what you mean.' And now I laugh remembering that there I was discussing the difficulties of being a pioneer with the first man on the moon."

by Patricia Draper



Draper may modestly minimize her achievements, but in her own world—the restaurant world—she is indeed a trailblazer. Last September she became the first female wine captain at the elegant Sardine Factory in Monterey, CA—one of few women across the country to don the tuxedo of this traditionally male role.

Like most pioneers, Draper has had to undergo rigorous training, give 110 percent and surmount various barriers to achieve her goal. "There have been some bumps, some rough times," she admits. "But I disregarded that because I love what I am doing."

WHY I LOVE SERVING WINE

In the beginning I had no idea I would become a professional sommelier, and it was almost by happenstance that it occurred at all.

Three years ago I began working as a cocktail waitress at the Sardine Factory. Out of curiosity, I started attending the restaurant's biweekly wine tastings because our restaurant is so well-known for its wine program. We have an extensive wine list, about 1,800 wines, and I thought it would be a great way to learn about wine.

The curiosity became a personal hobby. I discovered that my background as a foreign language student (I speak Spanish, Italian, French and German) and my three-year experience as a waitress in Switzerland strengthened and complemented my growing interest in wine. I also realized that my hypersensitive palate—something that has bothered me for years—was a natural asset.

During recent research with focus groups, NRA found that the majority of foodservice employees are very proud of their professions. This research inspired a new NRA NEWS series of viewpoints—articles in which foodservice employees use their own words to describe the challenges and rewards of their careers. The first installment comes from a female wine captain.

So when the Sardine Factory's Master Sommelier Fred Dame announced he was offering the San Francisco wine academy's intensive wine course at the restaurant, I signed up. There was a lot of hesitation at first. I was the only woman taking the course, and people said it would be tough because I knew little about wine.

The five-week course was very rigorous, covering grape varieties, regions, wine laws, wine-making practices, techniques and famous wine designations. I studied hard, gave up my social life and scored "better than perfect" on all the tests. Pretty soon those who had warned me about failing were asking if they could study with me. My efforts paid off and I ended up graduating first in the class.

Then came the question of having a female wine captain at the Sardine Factory. It had never been done before. But Fred Dame pushed for me, and when a wine captain took a month's leave of absence, I was given a shot at the job.

All too soon, the wine captain returned, and I was back to cocktailing and working occasional fill-in shifts as a wine captain. Meanwhile I built up an extensive wine library and kept tasting, reading and studying, hoping to win a full-time position.

Finally, in the fall of 1985, I was

told that one of the wine captains had found another job, and I would be taking his place. I was very happy.

Overcoming challenges . . .

Although I have been a full-time sommelier for six months, the stereotypical male image of the job can still be a barrier.

Looking the part helps. That means wearing a tuxedo and wearing my hair up. Even so, many times when I walk up to a table, people automatically order cocktails from me, even though I am wearing a tuxedo.

For instance, one night I served a party of five people. I came up and asked them if they cared to order any wine. They told me they wanted the Mondavi Fume Blanc. I took their wine list and left. When I came back with the bottle of wine, I opened it and served it. When the first bottle was finished, the man looked up at me. I asked, "Do you care to have any more wine?" He said, "Yes, ask *him* to bring another bottle." I had been at the table enough times for him to realize I was there, but it is just standard for people to think a man will be serving the wine.

Once customers realize I am actually the wine captain, they often are skeptical and drill me with questions. I think most people really don't expect me to know much about wine.

But studying has really paid off. When someone asks me what I think about the sugar level of a certain German wine or the winemaking techniques of a certain winery, I can answer their questions. They are generally surprised and always pleased.

But if I don't know an answer, I don't hesitate to say so. I don't pretend to have tasted every wine. If someone orders a '61 Aux Briand and asks, "What do you think about this wine?", I'll say, "I will be honest with you. I have never tasted it, but I will ask our master sommelier what he thinks, how it's tasting, how it's drinking now and if, in his opinion, '61 is a good vintage." That's the way I learn and the way customers learn. If I'm lucky, the customer will offer me a taste of the wine. Then the next time someone asks me about the wine, I can tell them what I know.

Despite the occasional bumps, the positive comments far outweigh the negatives. And frequently people ask for me by name.

Sometimes being a woman can actually be an advantage. People feel more at ease and don't hesitate to ask me questions. Maybe I'm not quite as intimidating. I make every effort not to be snobbish. If some customers seem a little insecure about the wine they are picking, I'll take the time to talk to them. When foreigners visit the Sardine Factory, I serve them in their own language, which always makes them very happy. I also try to give them a little insight into what the dining situation is like in the United States and especially here in Monterey. For example, I waited on a Japanese couple the other night, and they spoke very little English. The woman said she liked French chablis and asked if there was a comparable wine in California. I explained to her that since the grape variety used to make chablis is a chardonnay grape, she might like to try some California chardonnays, and I wrote down the name of several wines that I felt she might enjoy. I also explained that not every wine would be comparable since the California chardonnays and the chablis are made differently—one is aged in oak; the other in steel, which gives the chablis an austere taste.

Taking pride in the job . . .

I sell a lot of wine. Since I have become full-time, I have broken some sales records. Once I sold more than $1,200 of wine five nights in a row. On a slow night if you sell $500 worth of wine, you're happy. On a busy night if you reach $800, you're thrilled. So breaking $1,000 is great.

Although breaking sales records is rewarding, I get a lot of satisfaction simply by enhancing customers' dining experiences. I love serving wine that complements a meal. My favorite situation is when people let me suggest the wine. Then, when they love the wine and have a wonderful experience, I have a great time, too. If people look confused or unsure, I'll say, "Let me help you." And I can see their shoulders relax. People make decisions all day long, and dining shouldn't be one more stressful decision-making process.

Helping people feel comfortable may involve telling them a little about the wines and the production techniques used or suggesting food and wine pairings. Although the codes are no longer as stringent (only serving white wine with fish and poultry and red wine with red meat), sauces should be carefully considered when choosing a wine.

I don't know if other wine stewards do the same thing but when I open a bottle of wine, I always ask who will be tasting the wine—whether there are two people at the table or eight. People always appreciate the fact that I don't assume that the gentleman will be tasting the wine. After all, women are picking the wine more often.

Growing opportunities . . .

To other women I'd say, "I can't think of a better job in a restaurant." But a woman must realize that she is going to be under fire if she is doing a man's job and has to be prepared.

One way to prepare is to **learn, learn, learn.** Women have to make sure they know what they are doing because they will be tested. Learning about wine is an ongoing commitment. I am still studying wines and still tasting as often as possible. And I'm not going to stop reading and tasting—that is one reason why I have 10 wine magazines on my coffee table. I also involve myself as much as I can with the wine community. Little things can help a lot, too, such as helping stock the wine bins. This helps me keep up with the inventory and where it is located—an important consideration when I have to serve seven different tables at once.

Act the part. When serving wine to customers, you must be respectful. Wine is really important to people, especially when they are paying large sums of money for a fine bottle. You have to have a concerned attitude. That's why I recommend dressing the part to gain customers' respect.

Ensure management support. A supportive management team is crucial. If it weren't for the open-mindedness of the owners of the Sardine Factory—Ted Balestreri and Bert Cutino—and our general manager Jeff Lester, I don't think I'd be here today. Hiring me was an adventurous thing to do. Their ongoing encouragement and acceptance has been a key ingredient to my success. For instance, Ted makes a point to introduce me proudly as "our first female sommelier. You know, she graduated first in the class." This really helps. It opens the door and makes people feel more comfortable with me.

Finally, love your job. If you don't, don't do it. You have to have a genuine interest in what you are doing to be successful. I never feel that I am "laboring." I love my job. ❑

Vegetables are taking on a new identity. No longer simply a garnish for the entree, they have become an important way to customize menus.

Michel LeBorgne's experience with vegetables has changed over time. "Twenty years ago, I was a chef at one of New York City's finest restaurants," he recalls. "We were known for the quality of our food. And yet, day in and day out, our *vegetable du jour* was green beans. No matter what entree was being served, every plate that came out of the kitchen had a portion of green beans on the side."

Today, LeBorgne, executive chef at Tubb's Restaurant (Montpelier, VT; 45 seats), treats vegetables quite differently. A typical evening's menu at Tubb's might include: steamed haddock served with a medley of fresh zucchini, butternut squash and tomatoes; grilled chicken accompanied by a vegetable "bundle"—car-

rots and rutabaga cut into uniform sticks and tied with a leek bow; and grilled steak served with a broccoli flan. In fact, if a party of six at Tubb's were to order six different entrees, the platters arriving at their table would likely contain vegetables of varying colors, sizes, textures and flavors—and no two presentations would be alike.

"Vegetables are coming into their own," says Chris Quilty, director of purchasing for the New England Culinary Institute, which operates Tubb's. "It is no longer necessary to garnish a dish with a sprig of parsley. Vegetables, when served to complement specific entrees, are customized garnishes." And, he adds, "they are a lot more exciting."

Due to popular demand . . .

The new importance of vegetables on restaurant menus is a result of consumer sophistication and changing preferences. Public concern about nutrition in recent years sparked a renewed interest in fresh vegetables. But it is operators' response to that interest—namely, by serving vegetables of every variety in innovative ways—that has triggered a boom in their popularity.

"Our customers regard vegetables as being equal in importance to the main course," maintains Raimund Hofmeister, executive chef of La Chaumiere, the 120-seat flagship restaurant of Los Angeles, CA's Century Plaza Hotel. "Customers demand freshness. They demand variety. And they demand excitement."

Walter Pledner, executive chef of New York's American Harvest Restaurant (110 seats), agrees that today's customer is much more savvy when it comes to vegetables. "It goes without saying that you cannot serve canned or frozen vegetables and try to pass them off as fresh," he says. "But customers today require more than that. They are looking for unusual preparation methods and distinctive flavors."

This new demand has translated into such intriguing combinations as fresh red cabbage with cranberries, braised endives with curry butter, and stir-fried medlies of California baby carrots, cauliflower, eggplant and zucchini. Observes Chris Quilty of the New England Culinary Institute, "We are seeing as much creative energy given to vegetable preparation as to the main course."

But many chefs are going even further. As at Tubb's Restaurant, chefs are considering how vegetables complement the entree as well as how they complement each other. "It's a rare vegetable that goes equally well with meat and fish," says Raimund Hofmeister. For restaurants, such as La Chaumiere, that means preparing up to a dozen different vegetables nightly to ensure that the most savory vegetable/entree combinations are served.

Variety is key . . .

Clearly, this attention to the compatibility of vegetables and entrees requires that a great variety of vegetables be obtainable from suppliers. Most operators report that vegetable supplies are ample.

"You don't have to live in California anymore to get fresh, unusual vegetables," says Craig Brewer, executive chef at The Pump Room (Chicago, IL; 175 seats). "If vegetables can't be shipped fresh from California or Florida, they can be purchased from hothouses in New York." Brewer adds he has little or no trouble obtaining some of the more exotic vegetables he serves nightly. "A supplier who is truly committed to your business will get the produce you want," he attests.

At Sammy's, an upscale 130-seat restaurant in Cleveland, OH, manager Rich Tomsik says most of the fresh vegetables served at the restaurant are Cleveland-grown. The owners anticipated the need for a large variety of fresh vegetables, reports Tomsik, so they commissioned a gardener to grow produce, especially for Sammy's in a Cleveland hothouse and on specialty farms in the surrounding area. Additionally, the restaurant operates a fresh produce market on-premises, so customers who rave about Sammy's vegetables can purchase their own supply.

Supermarkets, too, have greatly expanded—and upgraded—their selections of vegetables, and some operators supplement their purchases from suppliers at local stores. "Produce sections are stocked with many more varieties than they once were," observes Michel LeBorgne. "And, because we serve so many combinations at Tubb's, curious customers will see my shopping cart and ask, 'What are you going to do with those?' "

"We are seeing as much creative energy given to vegetable preparation as to the main course."

Beet mousse with vinegar
Serves 4

¾ lb. beets, sliced thin
¼ lb. onions, sliced thin
1 tsp. olive oil
1 garlic clove crushed
2 Tbsp. red wine vinegar
1 large, peeled and seeded tomato
⅓ cup heavy cream
salt and pepper

In a heavy skillet, sweat onions. Add garlic. Stir constantly. Deglaze with vinegar. Add tomato and beets. Season with salt and pepper. Cover. Cook very slowly. When beets are tender, puree in blender. Add heavy cream. Check seasoning.

—Courtesy of Michel LeBorgne, executive chef
New England Culinary Institute
Montpelier, VT

"It's a rare vegetable that goes equally well with meat and fish."

Cassoulet of kohlrabi and morels in port wine

Serves 6

6 small young kohlrabies (large plum size)
6 med. size morels
1 med. size shallot
1 oz. butter
1 tsp. chopped chives
1 tsp. chopped parsley
½ cup port wine
1 cup heavy cream

Peel kohlrabies and cut in sections. Slice morels and boil each one separately until halfway done. Saute chopped shallots in butter. Add kohlrabies and port wine. Simmer with cover on until most liquid is evaporated. Add morels and fill up with cream. Reduce halfway down. Add parsley. Serve topped with chives.

—Courtesy of Raimund Hofmeister, executive chef, Century Plaza, Los Angeles, CA

Pairing vegetables with entrees . . .

Once they have the vegetables in their kitchens, LeBorgne and other creative chefs decide which vegetables are most compatible with meats, fish or poultry, how each vegetable should be prepared and which vegetables are best served alone or paired with other vegetables.

There are four basic elements to consider when pairing a vegetable with an entree:

Color. "You want to feast the eyes before you even get near a taste bud," says Rene Dionne, director of purchasing for Johnson & Wales College, Providence, RI.

At Johnson & Wales, one of the top culinary schools in the country, students are taught early that color is a primary consideration when developing combinations of entrees and vegetables. "The color of a vegetable should be a contrast to the main course," explains department chairman Jack McKenna, "but with underlying similarities. For instance, broccoli has a deep, robust color, appropriate for meats. But with a light fish, a medley of squash vegetables—bright, but lighter—may be preferable." McKenna adds that the popularity of multihued California baby vegetables—from beets, turnips, pumpkins and corn to onions, artichokes, avocados and eggplants—has underscored the value of color.

Shape. The shape of a vegetable also contributes to the visual first impression. Whether julienned (cut into long, thin strips), tourned (carved into seven-sided "footballs") diced or quartered, uniquely-shaped vegetables add interest to a presentation.

Craig Brewer of The Pump Room believes that many vegetables look best when their natural shapes are preserved. Long, uncut string beans, broccoli with stalks and florets, and whole artichoke hearts frequently augment serving dishes at The Pump Room. Or Brewer will carefully peel baby vegetables, such as carrots, leaving a bright spot of green at the top—to make them look like whole carrots. "Only if a vegetable's natural shape is incongruent with the look of the entree, will we change it," says Brewer.

Texture. Congruence in texture between vegetables and entree is also important. Recalls Craig Brewer, "There was a time when all vegetables were left to sit in a pan for a long time; so whether they were steamed, fried or grilled—they were mushy." Today, vegetables are frequently prepared to order, and they are typically steamed to retain their natural crunchy texture.

Elise Griffin, food development coordinator for the Atlanta, GA-based Pleasant Peasant restaurants (average 280 seats), says "crunchy" is the operating word when preparing vegetables at her restaurants because "crunchy" connotes freshness. "Particularly with fresh fish, crunchy vegetables provide a pleasant contrast," she explains. "With meats, we often serve steamed or grilled vegetables."

Flavor. Finally, the most important criterion in evaluating an entree and vegetable combination is flavor. Says Raimund Hofmeister of La Chaumiere, "One should not dominate the other. You would not serve a braised endive with a delicate fish, for instance. You want flavors that enhance, not ovewhelm."

Jack McKenna of Johnson & Wales agrees, "Contrasting flavors are important, but the contrast should not be too extreme. You don't pair a bitter with a sweet. And you don't serve a heavily seasoned entree with a bland vegetable." In fact, McKenna points out, the addition of complementary spices, seasonings or even sauces can be used to bridge the gap between two flavors. "Corn-on-the-cob may be an appropriate accompaniment to a sweet fish," he illustrates, "but if you season it with fresh basil, it becomes ideal."

But some vegetables, no matter how skillfully prepared or prettily presented, just do not make it with customers. Some particular non-favorites are brussels sprouts, cabbage and root vegetables, such as turnips or rutabagas. "Brussels sprouts just don't turn people on," says Michel LeBorgne. "I've tried splitting them in half and serving them with a carrot and rutabaga 'bundle' on top. A beautiful presentation, but the brussels sprouts were always left on the plate."

In sum . . .

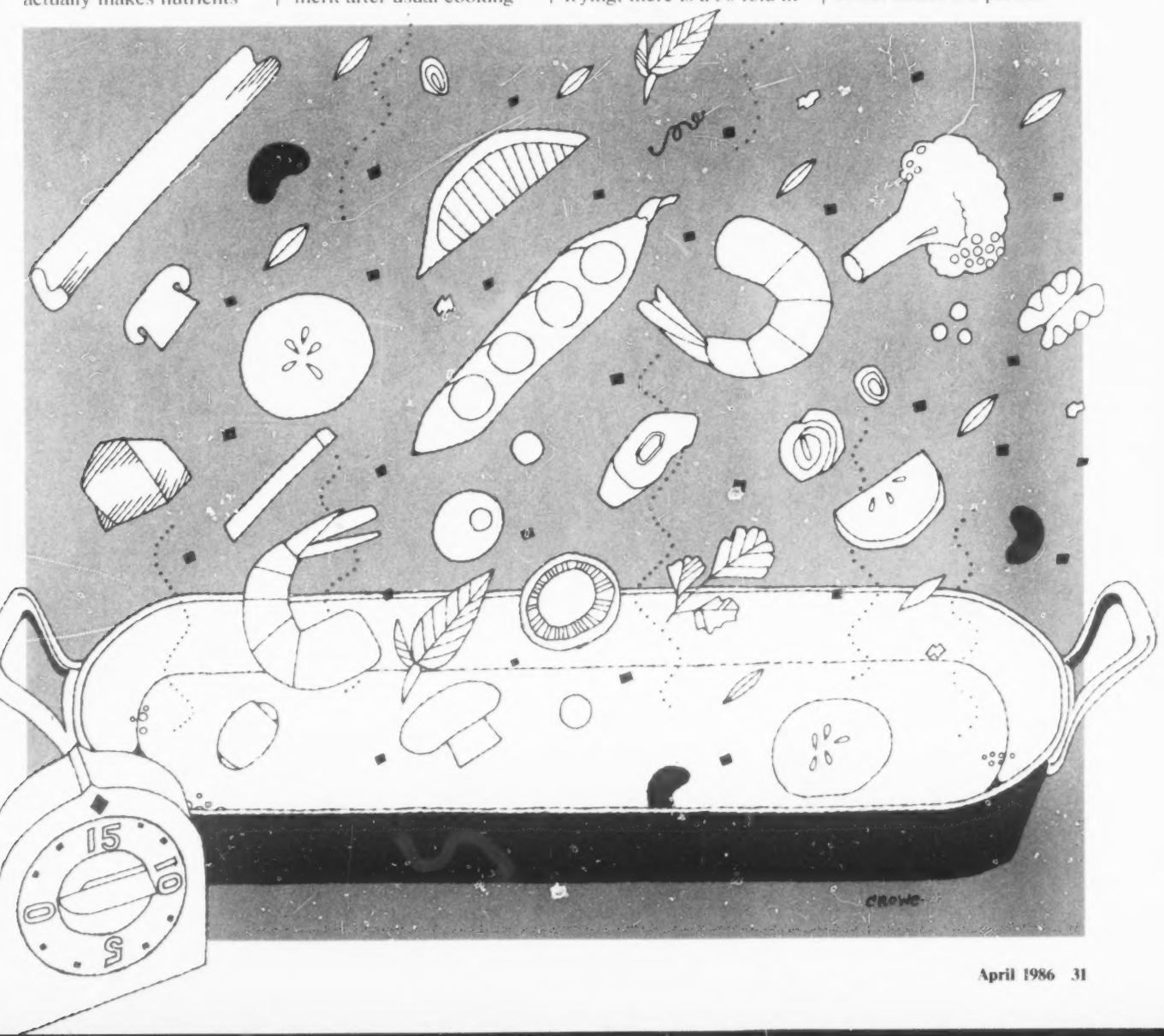
Fresh vegetables of all kinds are available from suppliers as never before. Your customers are demanding culinary excitement as never before. Combine these facts with a bit of experimentation and ingenuity, and you will discover just how vegetables can rejuvenate your menu. ❑

How cooking affects the nutritional merit of food

Cooking can either enhance or undermine the nutritional value of food. Cooking renders most foods more palatable, tasty and digestible. In some cases, it actually makes nutrients more available to the body. But, not all nutrients react to heat in the same way. For example, proteins, minerals and fats are essentially unchanged in their nutritive merit after usual cooking procedures. Vitamins, however, may be completely destroyed or unaffected by cooking, depending on which vitamins are present and which cooking methods are used. For example, vitamin C is sensitive to heat and easily destroyed. Yet, some cooking techniques protect this fragile vitamin. A baked potato contains valuable amounts of vitamin C while french fries do not. Between baking and french frying, there is a 50-fold increase in fat and a 45 percent loss of vitamin C.

Time and temperature are key . . .

Both time and temperature are critical to preserving nutrients. Cooked food kept hot longer than a few minutes will lose most of its vitamins. The higher the temperature, the more rapid will be the loss. Soups, steam table items and hot buffet dishes are particu-



larly vulnerable. Keep holding time to an absolute minimum. Best yet: don't hold—cook just before serving.

By the same token, stir-frying vegetables for only a minute or two, or lightly steaming them until they are still crisp yet tender, is one of the best ways to retain nutrients. An added bonus is the bright color and texture that remain.

The handling of food prior to cooking also affects the retention of nutrients. Old vegetables not only wither and discolor, but they also lose their nutrients. Cold temperatures retard nutrient loss, so keeping refrigerators at minimal temperatures is a good idea. Reducing exposure to air also favors nutrient retention. This is especially true for meats, seafood and dairy foods, so keep foods well-wrapped to exclude as much air as possible.

Surface area can promote nutrient loss. Because finely chopped, pureed and sliced foods have greater surface area than do their whole or chunk counterparts, they risk a greater chance for nutrient loss by their increased exposure to air. While small pieces cook more quickly than large, take care to serve them immediately, lest the combined action of oxygen and heat inactivate valuable nutrients.

Increasing nutrient availability . . .

Cooking can promote nutrient availability. In the case of cereals, grains and legumes, the starch and other nutrients become more digestible and available to the body after cooking. When all cooking liquid is retained, as in the preparation of rice, nutrients are not lost. Some nutrient loss may be expected owing to the heat and cooking time, but saving the cooking liquid as part of the recipe or to add to the stockpot conserves vitamins and minerals.

The two greatest hazards to nutrient loss are excess cooking time and loss of nutrients in the cooking liquid.

The two greatest hazards to nutrient loss are excess cooking time, which is likely to destroy nutrients, and loss of nutrients in the cooking liquid. Cooking in large amounts of liquid and later draining removes many water-soluble vitamins and minerals. The answer is to use small amounts of liquid and to save all cooking liquids for use in soups and sauces.

Microwave cookery excels . . .

Microwave cookery excels in preserving nutrients so long as the food is not overcooked. Because it is not necessary to add cooking liquid when microwaving, water soluble nutrients are not leached out and lost. Short cooking times also reduce nutrient losses.

Some cooking methods, such as frying, change the nutritional worth of foods by adding ingredients that are not needed. Frying preserves vitamins and mineral value it may have. Any fat-soluble vitamins are likely to be completely destroyed, and the unsaturated fatty acids that we would like to consume will become oxidized and thus nutritionally unhelpful to our bodies.

Microwave cooking excels in preserving nutrients so long as the food is not overcooked.

Questions about charred foods . . .

Barbecuing over a heat source is a popular and generally healthy form of cookery because little or no fat is used. The nutritional concern with this method, however, is the charring. While the flavor of charred food may appeal to some people, there are worries that charred food may contain cancer-causing substances. These substances may be formed when fat drips onto the coals, forming hazardous compounds that are then carried back to the food in the smoke. The safest procedure is to remove any heavily charred portions before serving.

A current rage is Cajun-style seafood that is totally blackened in a hot dry pan. The charred coating is formed differently from that produced by cooking over coals, but there is a lot more we need to find out about the safety of this cooking method before being assured that the charred foods it produces are entirely safe.

And what about no cooking at all? For many fruits and vegetables, this is the paramount way of retaining nutritious goodness. As long as the food is clean, there is no problem. Most cereals and grains, however, require cooking to make them digestible and palatable.

The hazard of consuming raw meats is the possibility of ingesting parasites invisible to the eye. Bacterial contamination from handling is also a risk. Beef and lamb can safely be consumed cooked rare, but pork needs to be thoroughly cooked.

Like meat, raw seafood has the possibility of containing parasites and disease organisms. Although it is popular, raw seafood is risky. Because little cooking is required to make seafood safe and tasty, virtually all of its nutritional treasures will be retained.

In sum . . .

The best way to retain nutrients? Little liquid, little time, little wait.

—Joyce A. Nettleton, D.Sc., R.D., Nutrition consultant, Lexington, MA

by Robert E. Harrington

How to protect your restaurant against foodborne illness

A new approach to sanitation inspection

As health departments gear up to implement a new regulatory program for sanitary inspection of foodservice operations,* NRA NEWS *begins a four-part series to introduce a streamlined version of that program called SAFE (Sanitary Assessment of Food Environment).

Someday soon, representatives of your local health department may contact you to arrange an inspection of your restaurant. Instead of the traditional 20 or 30-minute overview of general cleanliness, they may, following guidelines commonplace in the food processing industry, ask to review your menus, recipes and step-by-step preparation schedules and examine orders and invoices from your wholesale suppliers. Then, they may want to arrange a 12 to 18-hour inspection of the kitchen, taking samples for laboratory analysis, measuring different food acidities and recording food temperatures every 30 minutes.

This is all part of a new approach to sanitation inspection called Hazard Analysis/Critical Control Point (HACCP). Actually, the concept of monitoring food handling at critical control points is not new. It has been used in major food processing firms since the 1970s. Using chemistry and bacteriology to identify which specific foods are at greatest risk and flow charts to identify the specific locations in the processing line where food hazards are likely to occur, the system establishes critical control points to ensure that any hazards have been corrected. After some experimental surveys in restaurants, several local regulatory jurisdictions, such as those in New York state, are now gearing up to implement the technique in their restaurant inspection programs. Why the change? And what will it mean for your operation?

Traditionally, inspection programs have focused on construction details and aesthetic appearance—an approach that has paid off in enhanced maintenance and cleaning.

The new approach . . .

But these past successes may not suffice today. A restaurant could conceivably score a high grade for clean floors, walls and ceilings on a "traditional" inspection but still have dangerous defects in food handling. Investigation of foodborne disease outbreaks consistently reveals that the major factors which cause bacterial illnesses are

- food preparation several hours or more in advance of service
- inadequate hot storage of foods
- inadequate cooling of foods
- inadequate reheating of foods and
- contamination of foods by infected workers or other sources.

That is why you should consider a new approach to inspection—one that is based on monitoring the food preparation process. This approach should not only help reduce the risk of an outbreak at your facility but should also put you one or two steps ahead of the regulators.

This series will work toward such a program, which streamlines the formal academic approach to hazard analysis. It will be called SAFE—an acronym for Sanitary Assessment of Food Environment.

The strict regulatory program calls for health departments to concentrate their inspection efforts on "high risk" establishments (based on type of menu, volume of meals served and past history) and to further concentrate on *potentially hazardous foods* which are particularly sensitive to mishandling. The sanitarian might ask to review your menu, and then might diagram your entire preparation process to identify *critical control points* for monitoring. Then, on subsequent inspections he may simply check to see if you have monitored those control points and what corrections you have made.

The concept is really nothing more than what many good sanitarians and conscientious restaurant operators have been doing for generations. It is just more structured and formalized, and like any new system, it can initially appear a little overwhelming.

With 45 billion meals eaten in restaurants, schools and work cafeterias each year, the annual incidence of foodborne disease attributable to foodservice establishments is very low. Overall the industry is doing a good job of preventing foodborne diseases. But outbreaks do occur, and when they do, they are expensive.

Cost analysis of foodborne diseases shows that the average outbreak costs an implicated restaurant $73,858 in medical charges, lost wages, lost business,

Robert E. Harrington is assistant director of technical services and public health and safety for the National Restaurant Association.

etc. Lawyers' fees and legal claims make up a large part of these costs. Since ill customers are likely to sue the

restaurant for damages in today's climate of high judgments, this leads to further increases in liability insurance premiums or cancellation of insurance coverage.

How SAFE works . . .

With the SAFE approach, you can monitor and reduce risks. You can review your menu yourself, select one or two "high risk" foods and then follow those foods throughout the entire handling and preparation process—from delivery by the vendor to service at the table. As you follow food items through each preparation step, you can identify *critical points* where the food might become contaminated, where bacteria might survive cooking temperatures and where bacteria might grow if food is held at incorrect temperatures. Once you identify these *critical points*, you can devise corrective techniques and instruct your staff how to monitor those points for consistency, high quality and safety. When new menu items are introduced or when emergencies force a change in your processing schedule, you will be able to spot potential problems before they occur and make the necessary adjustments.

Although industrial monitoring requires fairly sophisticated field equipment and laboratory analysis, a basic SAFE survey of your operation involves almost no equipment and very little cash expense. You will need two or three good quality dial-indicating probe-type thermometers, with stems long enough to reach the *center* of large food masses, such as roasts or foods in stockpots. (It might be a good idea to get several different lengths for different food volumes.) Use only the dial-indicating thermometers—liquid-filled glass columns can easily break, contaminating foods with glass and mercury.

Food Protection Flow Chart
Food: Turkey*

Source: USDA-inspected
Delivery: No damage or odor
Cooking: Minimum 165°F in center
Cutting: Cutting area only clean, sanitized utensils. Workers wash hands before handling cooked product
Chilling: Center temperature below 45°F within 4 hours

(Each box represents a critical handling point, with the items to be monitored at that point.)

You also will need some basic information about bacteria and food chemistry to help you identify potentially hazardous foods and the controls you can apply during preparation and processing. We will discuss these topics next month in the second part of this series.

But most importantly, you will need to invest your time and commitment. Time is necessary because you must directly observe the entire preparation process. Commitment is vital because you must be willing to recognize potential hazards and make the appropriate corrections in your program.

SAFE monitors three key areas . . .

Being SAFE involves monitoring three general areas of food protection: "Keep it Clean" (prevents contamination of foods) and "Keep it Hot" and "Keep it Cold" (kills or inhibits bacteria through temperature control).

Chances are, you already address these areas with some commonsense procedures.

For example, when you purchase turkey from a reputable supplier, you are *preventing contamination* because you are using foods from inspected, approved sources.

When you inspect the shipment for soundness at delivery (no damage or odor), you are also *preventing contamination* by ensuring that only food in the best condition comes to your kitchen.

When you cook the turkey thoroughly (165°F in the center), you are using *high temperature* to *kill* bacteria.

When you use clean, sanitized utensils to bone the meat and when your employees wash their hands before handling the cooked product, you are *preventing cross-contamination*.

And when you chill the boned meat rapidly, you are using *temperature control* to *inhibit bacterial growth*.

Of course, this is an oversimplified view, but it does illustrate how the SAFE process works:

(1) Identify potentially hazardous foods.

(2) Observe those foods throughout your preparation, holding and serving processes to identify critical points in the line.

(3) Establish control procedures and monitor those critical points to guarantee safe handling of the food.

Some of these critical control points may seem so obvious that it is almost insulting to include them in your observations. But remember that most foodborne illnesses are caused by *human error*, as when people take shortcuts or bypass the proper procedures.

For example, consider the cook who cut up raw chicken, then used the same knife and cutting board to prepare salad. Cooking killed the Salmonella in the chicken, but salad customers were infected.

When you look critically at your operation, you will find many more control points, including quality control points as well as sanitary control points. You can monitor staff accountability, product consistency and portion control and establish process safeguards to make your operation safe from an outbreak of foodborne illness.

Next month: *Basics of bacterial growth, food chemistry and the interacting conditions that make some foods potentially hazardous.*

THE BOARD ROOM

Balestreri and Scott lobby Democratic Business Council

NRA President Ted Balestreri, left, and NRA Director C. Marshall Scott share their views with Congressman Richard A. Gephardt (D-MO), right.

As part of NRA's Political Education Committee's ongoing effort to strengthen ties with key legislators and facilitate dialogue between Congress and the foodservice industry, NRA President Ted J. Balestreri (Sardine Factory, Monterey, CA) and Director C. Marshall Scott (Marshall Scott Enterprises, Inc., St. Louis, MO) recently attended the Democratic Business Council's winter meeting at the Hotel del Coronado in San Diego, CA. During the meeting, Balestreri and Scott discussed tax simplification and the catastrophic effect of any reduction in the business marketing meal deduction with Congressman Richard A. Gephardt (D-MO), and other national legislators. Gephardt is a member of the influential House Ways and Means Committee and co-author of the Bradley-Gephardt tax reform bill.

NRA board members spotlight liability crisis

As part of NRA's commitment to remedy the liability crisis affecting the nation, members of the NRA Board are visiting the media in major metropolitan areas to discuss the effects of the escalating number of suits and skyrocketing settlements.

In Boston, NRA Directors Stephen E. Elmont (Creative Gourmet, Ltd., Boston, MA) and Paul Lazar (Wharf Tavern, Inc., Warren, RI) appeared as guests on radio and television programs and visited the editorial offices of the *Boston Globe* and *The Christian Science Monitor*. A 600-word guest editorial by Steve Elmont appeared in the March 9 issue of the *Boston Herald*.

In New York City, Paul Lazar spoke with The MacNeil/Lehrer Newshour, Financial News Network, ABC and RKO Radio and with the editorial page editor of the *New York Daily News*. Honorary Board Member Michael O'Neal (The Ginger Man Group, New York, NY) shared his views on the liability issue with the editorial board of the *New York Post*.

—Dorothy Dee

NRA honored by American Vocational Association

NRA was one of only two organizations to receive the American Vocational Association's (AVA) "Award of Merit" in 1985, which is "given in recognition of individuals or organizations outside the field of vocational education for the highest meritorious contribution to the improvement, promotion, development and progress of vocational, technical and/or practical arts education." Human Resources Chairman Victor Impeciato (Vittorio's, Atlanta, GA) accepted the award on behalf of NRA.

At the AVA convention, Impeciato also conferred NRA's Award of Excellence in Foodservice Education on the Hospitality Management and Administration program of Asheville-Buncombe Technical College in Asheville, NC. Impeciato presented the award to Rick Johnson, the director and creator of Asheville-Buncombe's program.

NRA Director Victor Impeciato presents NRA's Second Annual Award of Excellence in Foodservice Education to Rick Johnson, director of the Hospitality Management and Administration Program at Asheville-Buncomb Technical College in Asheville, NC.

Fisher's Law #71

Teamthink

The concept of a group of people at work laboring in synchronized harmony with each person's motions choreographed with gear-meshing perfection, is the image that many of us bring to mind when we hear that word "teamwork." I have heard a number of executives extoll the virtues of teamwork (better efficiency, higher productivity, increased effectiveness, positive workplace environment, personal and organizational development, self-fulfillment, etc.), but when I talked to people within the same organization or observed what was actually occurring, the interpretation of "teamwork" turned out to mean "don't be negative," "don't be a road block," or "don't make waves on your own." The message that management wanted to convey, i.e., *do* the things that cause team-like functioning was often translated by employees into a series of "*do nots*."

The cause for this confusion, I believe, is that there has not been ample attention paid to the organizational progenitor of the concept of teamwork, namely, the concept of teamthink. If teamwork is acting in coordination with others, then teamthink is the ability (and willingness) of a group of employees to subdue their own individual predilections and think in the manner they believe that others in the organization are thinking to the best interests of the organization.

When I was in management consulting, I used the following exercise to get this point across.

Instructions: Answer these questions as you believe most other persons in your organization would respond, not necessarily in the manner you would respond as an individual.

Questions:

1. I'm going to flip a coin. Call "heads" or "tails."
2. Think of a color. Write it down.
3. Think of a common first name for a man. Write it down.
4. Pick a number from 1 to 100. Write it down.
5. Circle one of the following: $1.00 $10.00 $100.00 $1,000.00

Responses: Remember that people have been asked to reply not as independent thinkers but in the manner they believe all the other members of the group would answer.

1. Each act of flipping a coin is independent of the preceding or succeeding flip, so that there is every probability that out of 10 coin tosses, five would come up heads and five would come up tails. Most people will call "heads," however; and the person who might be inclined to call "tails" is moving toward teamthink if he/she subordinates that impulse in favor of a group-perceived response of "heads."

2. The majority of people will answer "red," "blue" or "green," in that order of popularity. An individual, thinking as an individual, might pick a favorite color, such as yellow or purple, but, again, teamthink would cause most people (over half) to reply "red." Usually, 80 percent of the group answers with either "red" or "blue."

3. "John" and "Bill" are the first names most commonly selected. ("Mary" is the female counterpart.) If a person answered this question with an unusal first name (Percival, Lance, etc.), that person would not be moving toward teamthink. That person would be "out of sync" with the group if he/she seriously believed that *everyone* else in the group would think of such an offbeat name.

4. The largest plurality of people will write "99," followed by a smaller group that will write "50." Among business persons, "100" is also popular. If teamthink is developing within the group, those three numbers will account for about 90 percent of all responses. When people respond as individuals, they often write down their age, the day of the month or some number they think is lucky.

5. Most people will circle $1,000.00 since when it comes to money, most people like large amounts. A few people will circle $1.00 since it's "first in order" when reading from left to right. About 95 percent of the people in the group will select $1.00 or $1000.00.

These are only a few of many examples that can be effective in causing group members to recognize that there are times when unity—not individuality—of thought is called for. If you ever try this exercise, ask group participants to first respond as individuals. Ask the questions a second time on the basis of teamthink. You'll be surprised how many people will change their answers.

Fisher's Law #71. In organizations, *TEAMWORK* is at its best when there is a high degree of *TEAMTHINK* among employees.

New

Member to Member

NRA's 1986 membership drive

Recruit a new NRA member and receive a 20% discount off next year's renewal dues. You will receive an additional 20% off your dues for each member you recruit. By signing up 5 new members, a current NRA member will qualify to receive next year's membership free.*

***PLUS* a bonus drawing for recruits**

Each qualified NRA membership recruiter** will be eligible to win in a vacation trip drawing. The vacation drawing will take place at the NRA Show in Chicago this May. The winner will have an opportunity to visit one of America's culinary capitals - New York, Los Angeles or San Francisco. Accommodations to be provided by Hyatt Hotels.

*To receive a renewal discount on next year's NRA membership dues, new members must be at least equal to recruiter's class size.

**New memberships must be properly documented. Special application forms are being mailed to all NRA members along with more information on the NRA 1986 membership drive.

You need not be present at the NRA Show to win.

More restaurants survive in 1985

*This article will examine the most up-to-date eating and drinking place failure statistics from Dun and Bradstreet.**

In today's increasingly competitive market, keeping a restaurant afloat is a challenge. As many operators know, a restaurant's success hinges on a variety of factors, including an innovative concept, a solid market position, a top-notch management team and adequate capital. Less well-known is the sensitivity of eating and drinking places to changes in the economy. Consumer confidence, disposable income and the employment picture all affect the overall health of the industry.

Typically, when the economy flourishes, so do restaurants; and when the economy is in recession, restaurants find it more difficult to compete and stay in business. As a result, the failure rate for eating and drinking places generally declines during an economic upturn and increases during an economic downturn.

According to Dun and Bradstreet, which tracks business failures for many types of industries, the number of restaurant failures declined in 1985, after posting significant increases in the early 1980s. The failure rate for 1986 should continue to fall as the industry heads into its sixth consecutive year of real, inflation-adjusted, sales gains.

Number of restaurant failures declines . . .

Reflecting a much improved economic situation, the number of restaurant failures declined a significant 6.8 percent in 1985. This decline marks a considerable improvement from 1984, when restaurant failures climbed 48.8 percent, and is the first decrease since 1978, when the number of failures fell 15.0 percent. However, the actual number of failures is much higher today than at any other time, as is indicated in the accompanying table.

In 1984, according to Dun and Bradstreet analysts, the industry was still feeling the effects of the back-to-back recessions of the early 1980s; and as a result, many eating and drinking place owners found that despite a brighter economic outlook they could no longer hold onto their businesses. Others were eliminating less profitable concepts in order to concentrate on more profitable ones.

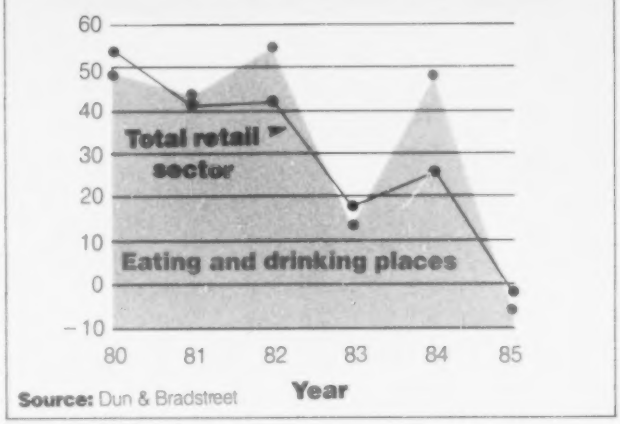
Another way of looking at restaurant failures is to examine the number of failures per 10,000 operations. In 1984, the eating and drinking place failure rate was 157.6 per 10,000 establishments, up considerably from 95.9 per 10,000 establishments in 1983 and 88.9 per 10,000 units in 1982. Although a failure rate is not available for 1985, Dun and Bradstreet analysts expect the rate to decline from 1984, due to the continued economic recovery from the 1982 recession.

The failure rate for eating and drinking places ranked second among all retail industries, with only apparel and accessory stores recording a higher failure rate—179.8 per 10,000 operations. The average failure rate for the total retail sector was 112.7 per 10,000 outlets.

Liabilities up in 1985 . . .

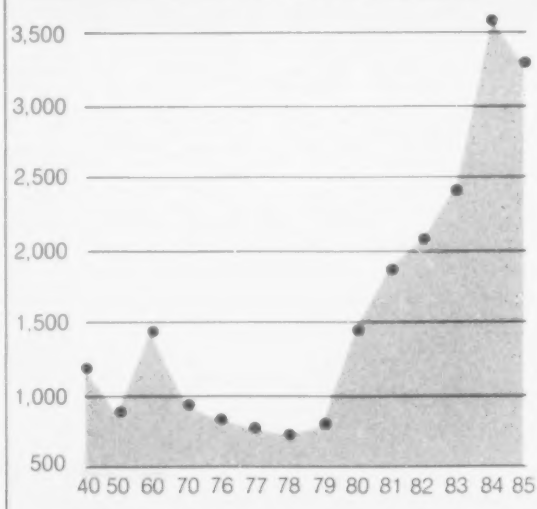
Liabilities incurred by eating and drinking places rose 13.2 percent in 1985 to $616 million. This is a considerable increase over the 3.8 percent decline posted in 1984 but substantially less than the 42.6 percent gain in 1983 and the 48.7 percent gain in 1982. One reason for the increase in liabilities is the continuing rise in restaurant operating costs. —*Susan Adelman*

Percent change in number of failures



Source: Dun & Bradstreet

Number of eating and drinking place failures 1940–1985



Source: Dun & Bradstreet

**Dun and Bradstreet statistics do not represent total business bankruptcies. Failures reported here include only those concerns involved in court proceedings or voluntary actions with loss to creditors. Businesses that have paid off their creditors are not included.*

Failure rate for specific retail industries 1984

Line of business	Failure rate per 10,000 concerns
Apparel and accessory stores	179.8
Eating and drinking places	**157.6**
Camera/photographic supply stores	146.6
Sporting goods	126.6
Furniture/home furnishing stores	122.4
Hobby, toy and game shops	117.2
Jewelry stores	115.6
Stationery stores	102.3
Building materials/garden supply	96.9
Food stores	96.1
Book stores	94.3
Luggage and leather goods stores	84.4
Gift, novelty and souvenier shops	78.2
Automotive dealers/service stations	76.9
General merchandise stores	75.2
Liquor stores	74.2
Sewing/needlework/piece goods	72.0
Used merchandise stores	43.2
Drug and proprietary stores	41.2
Fuel and ice dealers	35.1
Total retail	**112.7**

Source: Dun & Bradstreet

Why do restaurants fail?

A restaurant can go under for any number of reasons. In addition to economic considerations, factors contributing to a restaurant's failure include a poorly developed concept, over capitalization, high operating costs, overzealous expansion and lack of managerial experience. According to Dun and Bradstreet, nine out of 10 business failures are due to poor management.

To prevent failure . . .

Restaurant operators must stay on their toes to keep their businesses on the right track. Because the restaurant industry is highly sensitive to changes in the economy, operators must formulate strategies to weather periods of economic downswings and to take advantage of periods of economic growth. One way restaurateurs can build traffic and sales is to adapt to changing consumer wants and needs. By carefully tracking these changes, operators can fine-tune their operations to boost their restaurant's overall success. Furthermore, by keeping abreast of the latest industry trends and innovations, restaurateurs can better insure their operations' profitability.

Beverage choices are changing

This article examines beverage consumption, focusing on changing beverage preferences and major demographic trends that are influencing consumer beverage choices.

Consumers are thirsting for more beverages now than ever before. In 1984, each man, woman and child in the U.S. downed an average of 108.3 gallons of nonalcoholic beverages, such as soft drinks, milk, tea, coffee and juice. This represents an impressive 11.1 percent increase over 1964 when per capita consumption was a lower 97.5 gallons. Consumption of beer, wine and distilled liquor for adults age 21 and older has also increased—from 18.9 gallons in 1964 to 42.5 gallons in 1984.

However, individuals are not quaffing the same types of beverages today as they did in the past. Greater awareness of nutrition and health concerns have negatively affected consumption of beverages high in calories, caffeine and fat, such as coffee and whole milk. On the other hand, enthusiasm is bubbling over for decaffeinated coffee, skim and low-fat milk, fruit juices and diet soft drinks. In addition, soft drinks with real fruit juice and those that are caffeine free also appeal to the nutrition-conscious consumer.

Demographic shifts also have prompted changes in the consumption of various beverages. For example, declining milk consumption can be traced to a decline in the number of teenagers and children, two groups considered to be the major consumers of milk. Aging baby boomers are switching to more upscale libations, such as bottled waters, low

Percent coffee consumption by age group

Age group	1962	1982	1983	1985
10 to 19	25.1%	8.5%	7.7%	7.1%
20 to 29	81.0	43.0	42.6	40.5
30 to 59	90.8	73.3	72.2	70.6
60 and older	88.4	83.1	78.9	78.7
Total	**74.7%**	**56.3%**	**55.2%**	**54.9%**

Source: "United States of America Coffee Drinking Study, Winter 1985," International Coffee Organization.

alcohol wines and exotic liqueurs. And working women, a group which continues to grow, have upped their consumption of wine coolers, reduced calorie beers and diet soft drinks.

Soft drinks most popular . . .

Consumers are downing more soft drinks now than ever before. In 1984, the average individual drank an astounding 44.2 gallons of soft drinks, up from 26.7 gallons consumed in 1974, according to the U.S. Department of Agriculture (USDA). In addition, soft drinks represented almost one-third (32.2 percent) of all beverages (excluding water) consumed in 1984, versus only 21.0 percent in 1974.

The profile of today's soft drink sipper is almost universal, encompassing practically all demographic segments. However, certain groups consume more soft drinks than others. For example, USDA research has shown that teenagers and young adults are the most avid consumers of soft drinks. On the other hand, older adults tend to favor other beverages.

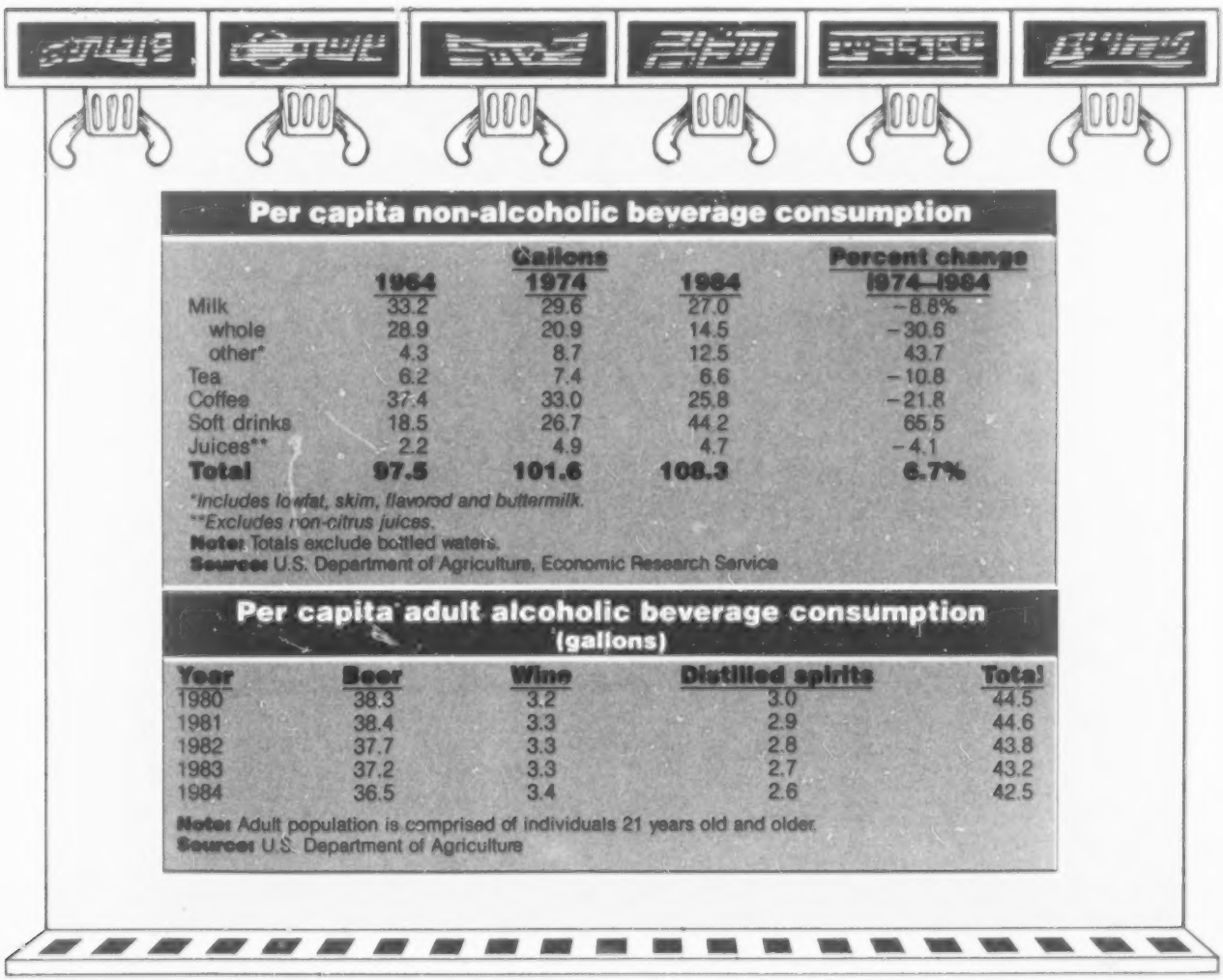
Much of the growth in the soft drink segment has been directed toward developing products compatible with the nutrition needs and health concerns of the population. Soft drink manufacturers now offer more low calorie, low caffeine soft drink alternatives. In addition, some soft drinks boast low sodium contents while others are vitamin enriched.

Consumers have expressed a willingness to try alternative types of soft drinks, such as caffeine-free sodas, when dining away from home. Results from a 1984 Gallup survey reveal that one out of four consumers indicated they were either very likely or fairly likely to order caffeine free sodas if they were offered at restaurants.

Low calorie soft drinks are also enjoying a surge in popularity. According to the CREST *Household Report*, the number of occasions on which a diet soft drink was ordered jumped 43.0 percent between 1982 and 1985. Much of this increase is the result of the growing number of working women, a group that typically consumes the most diet drinks.

Milk consumption declines . . .

Consumers are not drinking as much milk as they did in the 1960s and 1970s. In 1984, the average individual drank 27.0 gallons of milk, which translates into 216 eight-ounce glasses per person. This figure is down from the 29.6 gallons per person consumed in 1974. In addition, it represents a dramatic 18.7 percent decline in milk consumption since 1964 when consumers



Per capita non-alcoholic beverage consumption

	Gallons			Percent change
	1964	1974	1984	1974–1984
Milk	33.2	29.6	27.0	–8.8%
whole	28.9	20.9	14.5	–30.6
other*	4.3	8.7	12.5	43.7
Tea	6.2	7.4	6.6	–10.8
Coffee	37.4	33.0	25.8	–21.8
Soft drinks	18.5	26.7	44.2	65.5
Juices**	2.2	4.9	4.7	–4.1
Total	**97.5**	**101.6**	**108.3**	**6.7%**

*Includes low-fat, skim, flavored and buttermilk.
**Excludes non-citrus juices.
Note: Totals exclude bottled waters.
Source: U.S. Department of Agriculture, Economic Research Service

Per capita adult alcoholic beverage consumption
(gallons)

Year	Beer	Wine	Distilled spirits	Total
1980	38.3	3.2	3.0	44.5
1981	38.4	3.3	2.9	44.6
1982	37.7	3.3	2.8	43.8
1983	37.2	3.3	2.7	43.2
1984	36.5	3.4	2.6	42.5

Note: Adult population is comprised of individuals 21 years old and older.
Source: U.S. Department of Agriculture

drank a healthy 33.2 gallons each. As a result, milk's share of total beverage consumption has declined from 28.5 percent in 1964 to 19.7 percent in 1984. CREST data also show that consumers are drinking less milk when dining away from home. According to the *Household Report*, the number of restaurant occasions on which milk was ordered fell 9.6 percent between 1982 and 1985.

Whole milk appears to be bearing the brunt of declining milk consumption. Consumption of whole milk plummeted from 28.9 gallons per capita in 1964 to half that amount in 1984. Fewer consumers of prime milk drinking age (ages 18 and under) is one factor which has negatively affected whole milk consumption. Also, whole milk has fallen out of favor with many health-conscious consumers because of its perceived high fat content.

On the other hand, low fat and skim milks have risen in popularity. In fact, according to USDA research, the average consumer drank almost three times the amount of other types of milk (which include skim and low fat varieties) in 1984 than in 1964, 12.5 gallons versus 4.3 gallons. In addition, a Gallup survey conducted in 1984 revealed that over one-third (37.6 percent) of the consumers questioned stated they were likely to order low fat milk if it was offered at restaurants.

Coffee loses ground . . .

Consumers have cut back on the amount of coffee they drink. Per capita consumption totaled 25.8 gallons in 1984, down from 33.0 gallons in 1974 and significantly less than the 37.4 gallons quaffed in 1964. As a result, coffee's share of per capita total beverage consumption has declined dramatically—from 32.1 percent in 1964 to 18.8 percent in 1984. (See accompanying article.)

Declining consumption across all age groups has compounded coffee's woes and has contributed to coffee's slump in the beverage market. According to studies by the International Coffee Organization, slightly more than half (54.9 percent) of consumers were coffee drinkers in 1985 versus a much higher 74.7 percent in 1962.

While regular coffee is losing ground, decaffeinated coffee is perking up, especially at restaurants. CREST data reveal that between 1982 and 1985 orders for regular coffee at restaurants were down 6.2 percent. On the other hand, decaffeinated coffee was ordered twice as frequently in 1985 as in 1982. In addition, almost half (46.8 percent) the consumers surveyed in a 1984 Gallup study said they were likely to order brewed decaffeinated coffee at restaurants, one indication that today's trend towards more healthful eating and drinking has affected coffee consumption.

Percent change in restaurant beverage orders*, 1982–1985

Beverage	Percent change
Coffee	1.9%
–regular	–6.2
–decaffeinated	100.4
Tea	10.6
–hot	–1.9
–iced	15.2
Milk	–9.6
Carbonated soft drinks	11.0
–non-diet	5.7
–diet	43.0
Alcoholic beverages	–11.9
–beer	–12.8
–cocktails	–16.6
–wine	–6.5
Juice	12.2

*Represents percent change in number of occasions on which beverage was ordered.

Source: CREST *Household Report*, Annual 1982–1985

Alcohol consumption tapers off . . .

Consumption of alcoholic beverages is tapering off. In 1984, per capita consumption of beer, wine and distilled spirits by consumers 21 years old and older totaled 42.5 gallons, down from 43.2 gallons in 1983.

The decline in alcoholic beverage consumption may be traced to lower levels of beer and distilled spirits consumption and also to sluggish growth in wine consumption. Per capita beer consumption by individuals 21 years and older totaled 36.5 gallons in 1984, down from 37.2 gallons in 1983. Distilled spirits consumption totaled only 2.6 gallons per capita in 1984, the lowest level since 1965. In addition, per capita wine consumption for those 21 years old and older remained stable at 3.3 gallons between 1981 and 1983. In 1984, consumption rose slightly to 3.4 gallons.

Preliminary research for 1985 by the Distilled Spirits Council of the United States indicates that the trend towards reduced alcohol consumption continues. Per capita consumption of distilled spirits was down, beer consumption did not change and wine consumption was up slightly due in large part to the enormous success of wine coolers with working women and young adults. This trend towards drinking less alcohol mirrors the effects of recent campaigns against drinking and driving and reflects an overall increase in alcohol

awareness among consumers.

CREST data indicate that the number of occasions on which any type of alcoholic beverage was ordered declined 11.9 percent between 1982 and 1985. Specifically, the number of occasions on which cocktails were ordered plunged 16.6 percent while beer and wine suffered declines of 12.8 percent and 6.5 percent, respectively.*

**CREST data often understate the order incidence for beverages, especially alcoholic beverages. The reason is that diary panelists have a limited space for recording all food and beverage items ordered by all party members, and so beverages are often omitted. In addition, beverage orders intended for multiple diners, such as a bottle of wine, are often recorded as one order, which also may tend to understate the order incidence for these beverages. However, NRA believes the data are correct in reflecting trends, such as declining alcoholic beverage orders and increasing diet soft drink and decaffeinated coffee orders.*

Fruit juice consumption on the rise . . .

In 1984, consumers drank more than twice as much citrus fruit juice as they did in 1964, 4.7 gallons versus 2.2 gallons. However, this is slightly less than the 4.9 gallons consumed in 1974, possibly because individuals are upping their consumption of non-citrus juices, such as nectars and vegetable juices.

Although fruit juice isn't just for breakfast anymore, the restaurant breakfast boom has probably helped boost fruit juice consumption away from home. Between 1982 and 1985, the number of restaurant occasions on which juice was ordered rose an impressive 12.2.

Iced tea favored over hot tea . . .

Per capita tea consumption in 1984 was 6.6 gallons, down from 1974's 7.4 gallons but still higher than the 6.2 gallons drunk per capita in 1964.

Iced tea appears to be a more popular choice than hot tea when dining out. According to CREST's 1985 *Household Report*, of all restaurant visits on which tea was ordered, iced tea was ordered three out of four times. In addition, the number of restaurant occasions on which iced tea was ordered increased 15.2 percent between 1982 and 1985 whereas the number of visits on which hot tea was requested declined 1.9 percent.

In keeping with today's heightened awareness of health and nutrition, some consumers are opting for decaffeinated tea blends. In fact, a Gallup survey conducted in 1984 found that 28.7 percent of the respondents said they were likely to order decaffeinated tea at restaurants. In addition, a wide assortment of herbal teas and other exotic flavored teas are now available, which further broadens tea's appeal to health-conscious consumers.

What consumers drink when they eat out . . .

What consumers order to drink in restaurants often depends on the time of day. For example, coffee and juice are the top sellers during breakfast while soft drinks are a popular beverage for lunch and dinner. Coffee (both regular and decaffeinated) was ordered on more than half (55.2 percent) the morning meal occasions, according to CREST's 1985 *Household Report*. The proportion of occasions on which regular coffee was ordered outdistanced the proportion on which decaffeinated coffee was ordered—49.2 percent versus 6.1 percent. Fruit juice was also favored as a morning eye-opener by restaurant patrons, ordered on 16.3 percent of all breakfast occasions in 1985. Other popular breakfast beverages include milk (7.8 percent) and tea (3.7 percent).

Most consumers prefer to drink soft drinks with lunch. Soft drinks, including non-diet and diet carbonated sodas, were ordered on four out of 10 lunchtime visits. Consum-

Beverage servings by restaurant type*

	Coffee	Carbonated soft drinks	Alcoholic beverages
Quick service	10.0%	35.5%	1.6%
Midscale	35.9	17.7	5.3
Upscale	28.8	11.3	30.8
All restaurants	**18.5%**	**28.8%**	**4.9%**

**Represents percent of occasions on which beverage was ordered.*
Source: CREST *Household Report*, Annual 1985.

Beverage servings by meal period*

	Breakfast	Lunch	Dinner
Coffee	55.2%	14.8%	13.0%
Carbonated soft drinks	5.2	38.7	28.8
Milk	7.8	3.0	2.4
Fruit juice	16.3	1.1	0.5
Beer	0.1	1.5	3.3
Cocktails	0.1	0.9	3.1
Wine	0.1	0.7	2.6

**Represents percent of occasions on which beverage was ordered.*
Source: CREST *Household Report*, Annual 1985.

ers ordered non-diet sodas on more occasions than they did diet sodas, 30.8 percent versus 7.9 percent. The second most frequently ordered lunchtime beverage was coffee, which was requested on 14.8 percent of all lunch-time occasions. Tea (both hot and iced) placed third with 10.9 percent of occasions, and milk followed with 3.0 percent. Alcoholic beverages, including beer, wine and cocktails, were requested on only 3.1 percent of all lunchtime occasions in 1985.

Soft drinks retain first place as the most popular beverage at dinner. In 1985, consumers ordered soft drinks on 28.8 percent of all dinner visits. Non-diet soft drinks were ordered on 24.0 percent of those occasions while diet soft drinks were requested on only 4.8 percent. Coffee was the next most frequently ordered beverage (13.0 percent of occasions), and tea ranked third (9.0 percent). Not suprisingly, orders for alcoholic beverages were higher at dinner than for other meal occasions. Beer was tops (3.3 percent), but cocktails and wine followed closely, ordered on 3.1 percent and 2.6 percent of occasions, respectively.

Consumer beverage preferences are influenced by the time of year as well as the time of day. For example, CREST data show that coffee, hot chocolate, hot tea and milk are ordered more frequently in the winter; whereas, iced tea, soft drinks and juice are favorite summertime thirst quenchers.

What you drink may depend on where you are . . .

What consumers choose to drink at restaurants may be influenced by the type of restuarant they choose to visit. For example, soft drinks are the most popular potable at fast food restaurants. According to CREST data, carbonated soft drinks were ordered on more than one-third (35.5 percent) of all fast food restaurant visits compared with only 17.7 percent of midscale occasions and an even lower 11.3 percent of upscale restaurant visits.

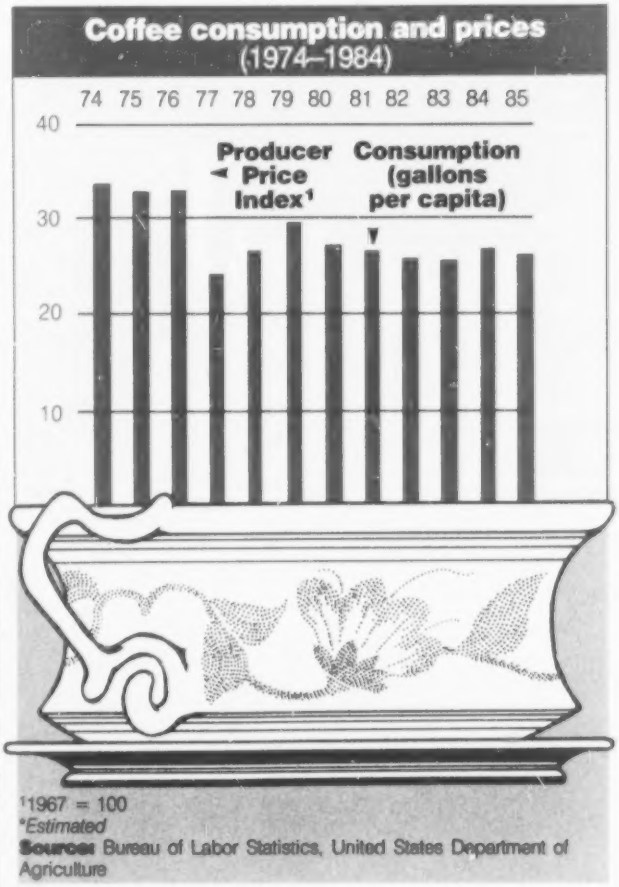
Coffee reigns number one at midscale eateries, ordered on approximately 35.9 percent of all midscale visits in 1985 compared with a lower 10.0 percent of quick service occasions. Many coffee shops, which rely heavily on breakfast and lunch business, are included in the midscale category, which may explain the large number of coffee occasions. In addition, coffee also was requested on a greater than average proportion of occasions at upscale dining establishments—28.8 percent.

Milk is also popular at midscale restaurants, ordered on 4.3 percent of occasions, versus 3.1 percent for all restaurants. However, milk dropped to on a lower 2.6 percent of occasions at quick service and upscale restaurants.

Alcoholic beverages are ordered more frequently than any other type of beverage at upscale restaurants. In 1985, alcoholic beverages were ordered on three out of 10 visits, compared with only 5.3 percent of midscale restaurant occasions. Fast food restaurants came in last, with only 1.6 percent of occasions involving orders for alcoholic beverages. At upscale restaurants, cocktails were favored over wine, but wine was ordered more frequently than beer. On the other hand, beer is tops at midscale and quick service restaurants, while orders for cocktails and wine account for smaller proportions of traffic at these restaurants.

Coffee supplies are grinding to a halt

As supplies decline and prices push skyward, restaurateurs may want to consider alternative coffee varieties and other beverages.



Storm clouds are brewing on the coffee horizon. Overall consumption of coffee has dropped precipitously since 1964 when each consumer downed 37.4 gallons of coffee. By 1984, according to USDA, per capita coffee consumption was 25.8 gallons—a drop of 31.0 percent. According to preliminary estimates, coffee consumption for 1985 continues to move downward.

Why the decrease? There are two major reasons.

(1) An increasing interest in health and nutrition has caused many consumers to shun coffee because of its high caffeine content. (Many manufacturers have responded to this complaint by offering high quality brewed decaffeinated coffees.)

(2) Spiralling prices have also contributed to decreased coffee consumption. Since all coffee in the

United States is imported, production lapses in any major coffee-producing country will result in higher prices. This is especially true for Brazil, which currently accounts for nearly one-fourth of all coffee imported into the U.S

In the past 10 years, Brazil has suffered two weather-related setbacks, which have pushed prices skyward. In 1975, a severe frost during the harvest season killed three-fourths of the Brazilian coffee crop, resulting in coffee shortages in 1976 and 1977. The wholesale price of coffee leaped 54.4 percent in 1976 and 74.9 percent in 1977. These high prices drove many consumers to cut back on their coffee consumption, and others simply gave up drinking coffee altogether. Between 1975 and 1977, per capita coffee consumption dropped from 31.3 gallons to 24.2 gallons. In 1978, when prices declined 18.9 percent, consumption picked up, but it has never regained the level attained in the mid-1970s.

Today, a prolonged drought during Brazil's growing season is causing much the same reaction. While wholesale prices are not available for 1986, some analysts foresee retail coffee prices rising as high as $8.00 per pound, compared with a lower $2.59 per pound one year ago. As a result, many experts predict consumers will be drinking less coffee this year.

On the brighter side, analysts believe production will pick up next year and other major coffee producing nations, including Columbia, Mexico, the Ivory Coast and Guatemala, are expected to increase the amount of coffee they export to the U.S. in 1986.

NRA will continue to monitor the coffee situation and report on any major developments. —*Sallie Adams*

On-the-job injuries are on the rise

This article highlights trends in job-related injury and illness statistics for eating and drinking places and selected industries using data from the Bureau of Labor Statistics' publications,* Occupational Injuries and Illnesses in the United States by Industry, 1976–1983.

Despite precautions careful employers take, on-the-job injuries and illnesses occur. Potential employee hazards, ranging from slippery floors to leaking fumes, can cost employers thousands of dollars in compensation for lost wages and hours.

Job-related illnesses and injuries on the rise . . .

The incidence of work-related illnesses and injuries at eating and drinking places jumped between 1976 and 1983, from 6.8 per 100 full-time workers to 7.8 per 100 full-time employees. There were 252,000 reported job-related illnesses and injuries at restaurants and bars in 1983, versus 170,000 seven years earlier.

In part, this gain can be explained by a large increase in the number of eating and drinking place employees. During this seven-year period, back-to-back recessions adversely affected manufacturing and related-industries, forcing many of these workers to look for work in service-oriented industries such as eating and drinking places. The influx of these relatively inexperienced workers into foodservice, coupled with the addition of increasingly complicated machinery, contributed to the rise in work-related illnesses and injuries.

Conversely, as might be expected, the incidence of on-the-job illnesses and injuries at manufacturing and construction industries declined, as workers transferred to less dangerous occupations and as more and more companies implemented safety programs and regulations.

Lost workdays up . . .

For every 100 full-time eating and drinking place employees who experienced a work-related illness or injury in 1983, there were 40 lost workdays—days on which workers were either unable to work and/or were restricted in work activity. In contrast, in 1982 there were 34 lost workdays per 100 full-time workers, and in 1976 the loss was 29 days.

Other industries had more missed workdays. For instance, in 1983 there were 118 lost workdays for every 100 full-time construction workers and 95 days for every 100 full-time transportation employees.

Injuries on the rise . . .

Job-related injuries are the most common occupational hazard. In 1983 workers in the private sector recorded more than 4.7 million on-the-job injuries but only 106,000 illnesses. The rates of incidence were similar for eating and drinking place workers—250,000 reported occupational injuries versus a smaller 2,300 reported illnesses.

The occupational injury rate for eating and drinking place employees is above the average for the retail and service sectors. For every 100 workers in 1983, 4.9 workers in the service sector and 7.2 workers in retail trade experienced a job-related injury compared to 7.7 foodservice workers. This higher rate of injury is probably because many restaurant and bar employees operate more complicated machinery than do workers in other retail and service industries. On the flip side, in 1983, injury incidence rates were higher for workers in construction (14.7 per 100 full-time employees), manufacturing (9.7 per 100 full-time employees) and transportation (8.1 per 100 full-time employees) industries.

The incidence rate for an injured worker missing work in 1983 was 2.9. This rate is up slightly from 1982, when 2.7 out of every 100 full-time workers stayed home from work, and 1978, when the rate was a considerably lower 2.4. The incidence of restricted activity due to an injury for a restaurant or bar employee was a mere 0.2 in 1983. On the other hand, the incidence of workers in the private sector taking time off from work because of an injury was a greater 3.1 per

**An occupational injury is defined as an injury, such as a cut, fracture, sprain, etc., which results from a work accident or from exposure involving a single accident in the work environment. Occupational illness is defined as a condition or disorder, other than one resulting from an occupational injury, caused by exposure to environmental factors associated with employment. It includes acute and chronic illnesses caused by inhalation, absorption, ingestion or direct contact with substances found in the work environment.*

100 full-time employees in 1983, while the incidence of restricted activity was 0.3.

Eating and drinking place employees missed a below-average number of days of work when injured in 1983 compared to other industries. In 1983, the number of days eating and drinking place employees stayed home from work due to job-related injuries was 38 per 100 full-time employees, versus 32 days in 1982 and 27 days in 1978. In addition, the number of days these injured employees were restricted in the amount of work they could perform averaged a smaller two per 100 full-time workers.

Because job-related employee injuries and illnesses are costly both to the employer and employee, operators need to take steps to ensure the health and safety of their employees. Instituting training programs that emphasize the importance of maintaining proper work practices and procedures is one measure employers can take to promote safety. Also, careful inspections of the work environment are necessary to assure that equipment is being properly maintained and that hazards have been eliminated. NRA has educational materials and guides that can help restaurateurs make their operations safer places to work.

—Susan Adelman

Occupational injury and illness incidence rates* by industry
1976–1983

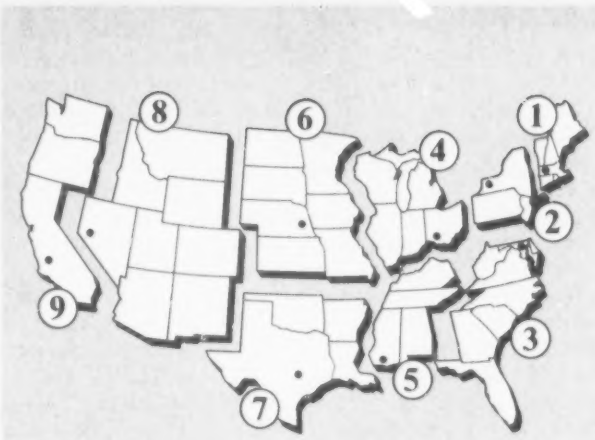
Industry	1976	1977	1978	1979	1980	1981	1982	1983
Construction								
Total cases	15.3	15.5	16.0	16.2	15.7	15.1	14.6	14.8
Lost workday cases	5.5	5.9	6.4	6.8	6.5	6.3	6.0	6.3
Manufacturing								
Total cases	13.2	13.1	13.2	13.3	12.2	11.5	10.2	10.0
Lost workday cases	4.8	5.1	5.6	5.9	5.4	5.1	4.4	4.3
Apparel and textiles								
Total cases	6.7	6.7	6.5	6.5	6.4	6.3	6.0	6.4
Lost workday cases	1.9	2.0	2.2	2.2	2.2	2.2	2.1	2.4
Transportation								
Total cases	9.8	9.7	10.1	10.2	9.4	9.0	8.5	8.2
Lost workday cases	5.0	5.3	5.7	5.9	5.5	5.3	4.9	4.7
Wholesale trade								
Total cases	8.1	8.5	8.9	8.8	8.2	7.7	7.1	7.0
Lost workday cases	3.3	3.6	3.9	4.1	3.9	3.6	3.4	3.2
Retail trade								
Total cases	7.2	7.4	7.5	7.7	7.1	7.1	7.2	7.3
Lost workday cases	2.6	2.7	2.8	3.1	2.9	2.9	2.9	3.0
Eating and drinking places								
Total cases	**6.8**	**7.3**	**7.5**	**7.6**	**6.9**	**7.3**	**7.6**	**7.8**
Lost workday cases	**2.4**	**2.4**	**2.5**	**2.8**	**2.6**	**2.8**	**2.9**	**3.0**
Services								
Total cases	5.3	5.5	5.5	5.5	5.2	5.0	4.9	5.1
Lost workday cases	2.0	2.2	2.4	2.5	2.3	2.3	2.3	2.4
Total private sector								
Total cases	9.2	9.3	9.4	9.5	8.7	8.3	7.7	7.6
Lost workday cases	3.5	3.8	4.1	4.3	4.0	3.8	3.5	3.4

*Rate per 100 full-time workers.

Source: U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Injuries and Illnesses in the United States by Industry, 1976–1983.*

How's business?

by Anne Papa



1 NEW ENGLAND

Location: Amherst, MA
NRA member: Marion Leonard
Operation: Rooster's
Profile: Fullservice family restaurant
In business: 9 years
Seats: 82
Meals served: Breakfast, lunch, dinner

"Leonard's Poultry Farm. May I help you?" is the way Rooster's Restaurant phone is answered because the family-owned restaurant business overlaps with the farm. "Rooster's is known for serving large, fresh eggs brought daily from our nearby poultry farm," explains co-owner **Marion Leonard.**

Located in the heart of Amherst, Rooster's is a familiar stop for students from five surrounding universities. "Business is always good," comments Leonard. "College students love breakfast at any hour."

And breakfast at any hour is what Rooster's serves; eggs are the main draw—served any way customers want.

With the addition of lunch and dinner service, for instance, more customers are ordering seafood omelettes stuffed with shrimp and scallops. In fact, says Leonard, build-your-own omelettes make up the bulk of the lunch and dinner business.

2 MIDDLE ATLANTIC

Location: Middleport, NY
NRA member: Jeff Roberts
Operation: Poor Man's Castle
In business: 9½ years
Seats: 100
Meals served: Lunch, dinner

"Business has been terrible," laments **Jeff Roberts,** owner of Poor Man's Castle. Located 50 miles from Buffalo and eight miles from the shores of Lake Ontario, the small town of Middleport has been hit hard this winter by wind, snow and ice. But Roberts is confident warm weather will bring a brisk business back to Poor Man's Castle.

Roberts calls his restaurant a castle because of its structure and medieval decor, with knights, swords and coats-of-arms lining the walls. And the first part of the restaurant's name? "I've been a poor man all my life," jokes Roberts. "I thought it would be fitting."

Poor Man's Castle specializes in steak and seafood items, particularly fried seafood, although Roberts has recently noted an increased interest in broiled fish. A house specialty, called "Broiled Seafood Supreme," consists of crabmeat, shrimp, scallops and haddock with a broccoli and cauliflower garnish.

3 SOUTH ATLANTIC

Location: Annapolis, MD
NRA member: Joseph C. Jacobs
Operation: Carrol's Creek Cafe
Profile: Fullservice restaurant
In business: 3 years
Seats: 285
Meals served: Lunch, dinner, Sunday brunch

"Our business begins booming in March and doesn't stop until November," says **Lois Ostrowski,** day manager at Carrol's Creek Cafe. Annapolis, with its bustling wharf and marina, is primarily a tourist town. Carrol's Creek Cafe's waterfront location puts the restaurant in an ideal location to attract the summer crowds. Additionally, it is a favorite spot among midshipmen at the U.S. Naval Academy, directly across the river.

Carrol's Creek Cafe specializes in American cuisine, with an emphasis on fresh seafood dishes and Cajun-style cooking. The restaurant has received statewide acclaim for its spectacular Sunday brunch, which includes made-to-order omelettes, waffles, a full salad bar, roast beef and a loaded dessert cart.

Carrol's Creek Cafe also sponsors many seasonal promotions to attract customers, such as free champagne with dinner for midshipmen during "June Week"— graduation season. An Easter promotion includes an Easter egg hunt, giveaway Easter baskets and a visit from a 6'5" Easter bunny (an employee in costume).

4 EAST NORTH CENTRAL

Location: Cincinnati, OH
NRA member: Robert Krehnbrink
Operation: The Under Fifth Cafe
Profile: Fullservice restaurant
In business: 2½ years
Seats: 92
Meals served: Lunch, dinner

In the two and a half years the Under Fifth Cafe stopped being an "also ran" to Edward's Ristorante, another Italian restaurant located in the same building, business in the cafe has increased 18 percent. "We now offer a lighter alternative to the formal dining at Edward's," explains general manager **Robert Krehnbrink.**

The specialty of the house at The Under Fifth Cafe (so named because it is on 5th Street and is underneath a main thoroughfare) is homemade pasta. Egg and spinach noodles are made on the premises daily. Five different sauces are offered daily, ranging from Bolognese (meat sauce) to pesto and cream. The cafe also has a full sal-

ad bar and a deli display.

The two restaurants joined forces in February, which has been proclaimed "Italian month" by the city's major. They feature such promotions as a trip to Italy and an Annette Funicello look-alike contest.

5 EAST SOUTH CENTRAL

Location: Biloxi, MS
NRA member: Nina Schwartzman
Operation: The French Connection
Profile: Fullservice restaurant
In business: 8 years
Seats: 73
Meals served: Dinner

According to **Nina Schwartzman,** Biloxi is a convention town. And The French Connection, co-owned by Schwartzman and her daughter, is one of the first places hotels recommend to convention-goers. "Even though we're not on the beach like many other restaurants, we still get the business," boasts Schwartzman.

The French Connection is not what its name suggests—a restaurant specializing in French cuisine. Instead, it offers a combination of open hearth cookery and old family recipes. With 19 entrees listed on the menu, Schwartzman says there are more entrees offered than there are tables in the restaurant. "By 'French Connection,' we mean we provide expert service and individual attention to dishes, the way the French do. In that way, we are connected," explains Schwartzman.

Another 'French connection' the restaurant has is its reputation for outstanding desserts, such as its fresh baked amaretto cherry cheese pie.

6 WEST NORTH CENTRAL

Location: Lincoln, NE
NRA member: Deborah Shoemaker
Operation: Shoemakers II
Profile: Family restaurant
In business: 2 years
Seats: 104
Meals served: Breakfast, lunch, dinner

Deborah Shoemaker, co-owner of Shoemakers II, says the traditional slow winter season was a bit slower than usual this year. "We're feeling the downturn in the economy," she says. She notes that a larger percentage of customers this year has been out-of-state business travelers.

Breakfast is the most popular meal served at Shoemakers II. "We serve everything from one egg and toast to a full breakfast with hashbrowns, sausage, biscuits and gravy," says Shoemaker. And since breakfast is served all day long, it even edges out many lunch and dinner items—although chicken-fried steak is a frequently-ordered favorite. Also popular are beef items because "that's what people want in the Midwest," adds Shoemaker.

Incidentally, there is no Shoemakers I. The "II" stands for Deborah and her father, Roger, who own the business together.

7 WEST SOUTH CENTRAL

Location: San Antonio, TX
NRA member: Frank K. Phelps
Operation: The Fig Tree Restaurant
Profile: Upscale restaurant
In business: 15 years
Seats: 70
Meals served: Dinner

According to general manager **Charles Bell,** the Fig Tree Restaurant's close proximity to the San Antonio Convention Center and its elegant atmosphere make it the restaurant of choice among convention-goers who flock to San Antonio during the fall and winter months. Consequently, fluctuations of the local economy do not have much effect on The Fig Tree's business. "Most of our customers are from out of town," explains Bell. "San Antonio residents usually reserve The Fig Tree for special occasions."

The Fig Tree is located in the heart of San Antonio's Spanish "Lavillita" district, popular among tourists for its many shops and eateries. The restaurant itself is in a small house, which owner Frank Phelps used to live in. The menu lists 10 items, all served at a fixed price, including rack of lamb, chateaubriand, roast duck, game and various seafood items. A house specialty is "coulibiac," a French/Russian dish that combines seafood, primarily whitefish, and veal in a puff pastry.

8 MOUNTAIN

Location: Carson City, NV
NRA member: John Hurzel
Operation: Scotty's Family Restaurant
Profile: Family restaurant
In business: 4 years
Seats: 150
Meals served: Breakfast, lunch, dinner

Business has been very good at Scotty's Family Restaurant. "Nevada is a real growth area," explains owner **John Hurzel.** "We're in the state capital so many businesses coming into the state come here." Carson City's many casinos also continue to bring in tourists and a sizeable labor force—both providing business for Scotty's.

Hurzel says that when he and his partner acquired Scotty's four years ago, it was a "run-down coffee shop, a reject of the 1960's. They served 50 million types of pancakes and little else." Today, Scotty's specializes in build-your-own omelettes. The 15 fillings include chili, avocados and shrimp. Also popular at lunch and dinner are the chicken-fried steaks and the daily specials ranging from chicken chow mein to beef stew.

9 PACIFIC

Location: San Luis Obispo, CA
NRA member: John Bushnell
Operation: McClintock's Saloon
Profile: Saloon
In business: 10 years
Seats: 60
Meals served: Breakfast, lunch, dinner

"We weren't hit real hard by the recession in this part of the country," reports **John Bushnell,** vice president and general manager of McClintock's Saloon and the nearby F. McClintock's Saloon and Dining House.

Not content to rest on its laurels, however, McClintock's regularly runs promotions to maintain a high volume of business, such as Buffalo Bill's Birthday (burgers made with 100 percent buffalo meat are discounted) and Pearl Harbor Day (Pearl Harbor survivors get a free lunch). Everyday house specialties are 10 different hamburger varieties—including a liverwurst, bacon and cheeseburger—and beef stew served in a hollowed-out loaf of bread.

FOOD FOR THOUGHT

Hotline for diners

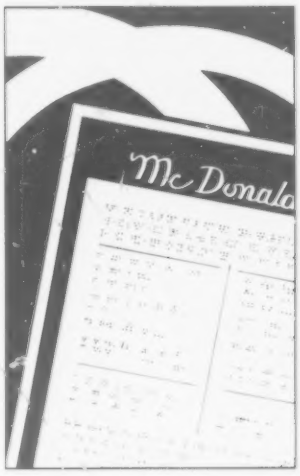
You are on a business trip in Manhattan. It is dinnertime. How do you find a restaurant to meet your needs?

You go to the nearest phone and call Restaurant Hotline. Started by New York entrepreneur Bruce Kallenberg, the hotline can be reached by calling one of four numbers, depending on which quarter of Manhattan you would like to dine. When you get through, a recorded voice asks you to state the type of restaurant preferred—American, Continental, Italian or ethnic—and whether you want a moderate or expensive restaurant. After you indicate your preferences by pushing numbers one, two, three or four on a touch phone, the electronic voice suggests three restaurants that fit your specifications. You choose among the three, and the call is automatically transferred to the restaurant's reservation desk.

Charges to restaurants are now $250 for the first month and $350 for each additional month, but the company is working toward a flat fee of $150 a month, with an extra charge of 35 cents per call.

—New York Times

Braille menus



Blind and visually impaired people can now order meals with ease and independence at McDonald's. Braille menus, listing breakfast, lunch and dinner selections, are now available at 6,500 McDonald's units throughout the U.S.

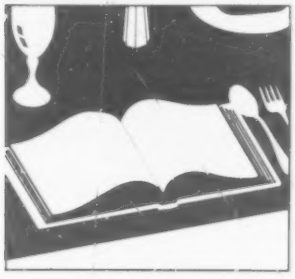
By introducing the menus, William Gallagher, executive director of the American Foundation for the Blind, said he hopes the McDonald's program "will inspire other organizations to open doors that will help improve the quality of life for the blind."

—McDonald's Corporation

Customers eat their words

When Martin Doyle tells customers to eat their words, he really means it. Every customer at Doyle's Traveller's Inn in Union, CT, gets a free book.

Doyle began giving away books a year ago when his



personal library began overflowing into the restaurant. Since then he has distributed 25 tons of tomes—compared with only six tons of turkey, the restaurant's most popular dish. In fact The Traveller's Inn book collection is so extensive that it is recognized by the American Library Directory as the largest library in northeastern Connecticut.

And although the book giveaway encourages people to eat at the restaurant, Doyle doesn't insist that every bookworm order something from the menu. "Even if someone comes in just to use the facilities," he says, "he can still have a book."

—Tables Magazine

A custom that's gone overboard

Once a year, workers in San Antonio, TX, drain the Paseo del Rio, a 2½ mile section of the San Antonio River. And each year they find an odd assortment of items on the riverbed—knives, forks, spoons and even food. "You could start a restaurant with the stuff we find down there," says one city official.

It seems that customers who dine at the many restaurants overlooking the Paseo del Rio are fond of throwing utensils into the water after finishing with them. At the San Antonio Hilton's riverside cafe, this practice has proven so costly that drinks are now served in plastic cups. At the waterfront El Comedor coffee shop, hostess Jeanette Maphis tries to give customers the benefit of the doubt, saying "Sometimes people will be talking, and they may swing their arm for emphasis and lose a utensil." But she adds that the custom of intentionally throwing things into the water is deplorable.

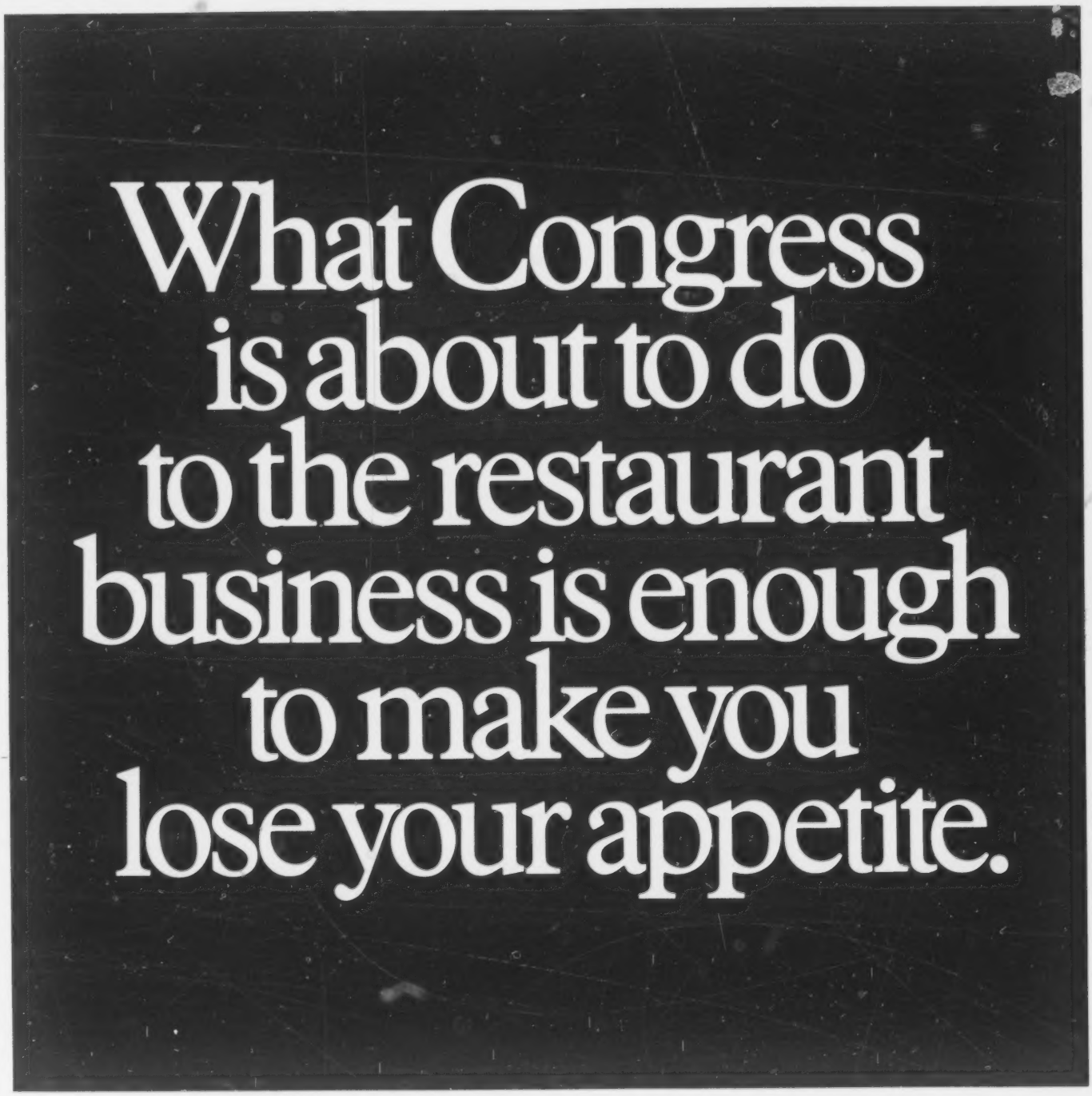
—Wall Street Journal

And the winner is . . .

Benihana of Tokyo, the Japanese steakhouse chain which features display cookery, is the most popular full-service restaurant chain in America. That's according to *Restaurants & Institutions'* sixth annual "Tastes of America" survey.

The survey, which polled 1,300 representative households regarding dining habits, food preferences and budget considerations, also ranked the following chains high on America's popularity list: Steak & Ale, Red Lobster, Chi-Chi's, Swensens, El Torito and International House of Pancakes. Favorite food items among respondents include guacamole, pasta salads, pasta entrees, fish dishes, veal, lamb and potato skins.

—Washington Times



Congress is considering a bill right now that would limit the deductibility of all business meals.

What does that mean to you?

Well, according to estimates, limiting deductibility to 80% will mean a loss of an average of 19.1% of your business.*

If you don't like what Congress is about to serve up, write your senators. Tell them how restaurant jobs will be lost. Tell them how your suppliers will be affected. Tell them how it will hurt the way small businesses do business. And ask them why the restaurant business is being singled out for cuts.

Give Congress a piece of your mind.
Before they take a piece of your business.

NRA

*Shruter Midland Company, on behalf of the NRA, December 10, 1985